Contents

1  PRESIDENT’S MESSAGE
Core Values
2  INTEGRITY
4  LEADERSHIP
6  TRADITION
8  CIVILITY
10  EXCELLENCE
12  SERVICE
14  YEAR IN REVIEW
16  FINANCIAL SUMMARY
FIGHT SONG

_On Ye Tarleton_

On Ye Tarleton, On Ye Tarleton
Break right through that line
Ever forward, ever onward
We’ll get there or die
On Ye Tarleton, On Ye Tarleton,
Fight for Victory
Fight, Texans,
Fight, Fight, Fight!
and win this game.
It is a time of great energy and enormous pride at Tarleton. By many measures, our university’s reputation is growing as a student-focused institution whose academic programs and scholarly work are important to the people and issues facing our nation and the world.

Underlying all of our activities are Tarleton’s core values: integrity, leadership, tradition, civility, excellence and service. As you will read in this report, they shape the campus culture and elevate the Tarleton community.

This fall we celebrated a record enrollment, surpassing 10,000 students from 41 states and 25 countries. Our freshman class has grown 36 percent in the past three years, to a record 2,233. We are expanding facilities and services to meet the demands of the largest, most diverse and best prepared student body in our history. As Tarleton graduates, they will be ready for leadership and service in their careers and communities.

Today we are offering more degree programs than ever before — some 96 options from the associate to the doctoral levels. We are building on the strengths of the faculty and meeting the changing needs of our state and region.

The Tarleton student experience is enriched by opportunities to engage in research. Student research creates new knowledge and develops skills in inquiry that will serve graduates well in any career.

The impact of Tarleton’s institutes and research programs extends beyond our region as they address issues of national and global importance. From agribusiness to anti-terrorism, dairy science to medical laboratory science, Tarleton faculty are serving the diverse needs of our times.

While much of our success can be counted and measured in numbers, what explains our progress and momentum are the relationships among the members of the Tarleton family. As one mother wrote to me:

“I appreciate you all going above and beyond to make the incoming freshmen feel welcome, secure, confident and excited about their new phase in life. Our family is actually looking forward to move-in day knowing that my son is headed to a university where the staff seem to truly care about students. I never thought I’d say these words: With such a peaceful feeling about where he is headed, it’s easy to let go.”

Thank you for your support for Tarleton. I am happy to share the good work of my colleagues and our students and celebrate their dedication to excellence.

F. DOMINIC DOTTAVIO, Ph.D.
President
Most would say they seek to live a life of integrity, but find it hard to define. They mention honesty, trust, good character.

Integrity includes all of these traits. It requires us to act and speak in a way consistent with what we know is right. Put our values into action. Integrate our moral compass with the reality around us. Some say, “You are only as good as your word.” But that isn’t enough. Integrity requires you to do what you say you will, and do it for the right reason.

Day to day, acting with integrity can be difficult. In a university setting, we have the opportunity to work out our views and practice our convictions. Listening to new ideas, insights and facts can clarify our principles, even change them. Working through those changes, holding on to what is important, and consistently following through—that is the hard work of building character. Invent your future by committing to your own set of values and principles. Stand for something. Understanding yourself is part of what it means to become an educated person.

In the university world, academic integrity is expected of each person. It includes a commitment to be honest, fair, trustworthy and responsible. Do your own work. Judge others fairly. Trust the word and the work of others. Accept responsibility for your learning.

Being a person of good character is the foundation of a rewarding life. Recognize others who act with integrity. Set a path for others to follow. Doing the right thing can be contagious.
Never be afraid to meet new challenges. Pioneers may be the first, but you are making a path for others to follow.”

— Sherman Perry, Class of 1969
Tarleton’s first African-American graduate, at a dinner in his honor Feb. 22, 2007
For his heroism leading a Ranger Battalion on D-Day in World War II and for his transformative presidency of Texas A&M University (1965-1970), Earl Rudder (Tarleton student and football coach) “forged a legacy of wartime gallantry and peacetime leadership that commands continuing respect.”

— From Rudder: From Leader to Legend by Thomas Hatfield
What does it mean to “become legendary?”

It suggests that customs, beliefs, and stories of the university include tales of your contributions. A new group you founded. A project you created that will continue, even becoming a tradition. You are regarded as a change maker and a difference maker by your peers and beyond. You will gain their respect. You are a leader.

Leaders don’t always have titles or hold office. The title “leader” is earned through actions. Leadership is showing the way. It requires small acts that set an example and, sometimes, acts of great courage and conviction that right a wrong. When people see someone pick up a piece of trash while walking by Heritage Oaks Park, they are much less likely to litter. When a person confronts someone who tells a hurtful joke, others are empowered to stand up to harassment and bigotry. The person who energizes a group and raises their spirits is a leader. Whether teaching a class, working at the front desk or simply sitting with a friend, we all have the chance to step up and lead.

In classes and workshops, and as part of student activities, there are many opportunities to develop as a leader. There are hundreds of chances to practice leadership. Chair a project. Volunteer at a nonprofit. Deliver meals. Put up posters. Recruit more members. Build an audience. Raise funds. These skills and experiences will contribute to success in a career and the community.
Tarleton is a place of uncommon spirit and loyalty, fueled by a cultural legacy inherited from the past and created for the future. Our traditions are a source of pride and common identity. From the candlelit “T” formed by the freshman class to the candles of Silver Taps honoring alumni who have passed away, there is a bond from past to present.

University traditions can be entertaining and noisy. The Purple Poo, the oldest spirit group in Texas, traces its origins to 1921. The Plowboys, Yell Contest, Texan Riders, the Bonfire all evoke memories for alumni. The name Oscar P, the Tarleton duck of legend, is invoked to bring good fortune. He even has a presence in social media!

Each year, our traditions are examined and shaped to fit our time. New traditions take hold. Pass the Pen. The Class Ring Ceremony. Transition Week. New traditions will emerge on our campuses at Fort Worth, Waco and Midlothian to reflect their Tarleton spirit.

Traditions teach us campus norms and values. Tarleton students respect our beautiful campus and don’t walk on the grass. They are kind to one another. They remember the pledge they signed as freshmen to uphold Tarleton values. We all share those values and are accountable to live them each day.

In 1927, a student wrote, “I had been here only a short while when I became a small part of the school, and the school a large part of me.”

Such is the power of tradition today.
O, our hearts with joy are thrilling when the Tarleton colors wave.

— From the Tarleton Color Song
Colonel Will L. Tate (Class of 1936), who greeted everyone with “Hello my friend,” gave 70 years of service to Tarleton as a student, alumnus and supporter of the university. When once asked what he would make illegal, he answered, “frowns.” His positive attitude and uplifting spirit brought smiles to all he met.
Hi. Good morning. Hola. Hey, Dr. D!

That’s how mornings begin along the walkways and hallways of our campuses. These cordial greetings reflect the spirit of community that defines Tarleton. Freshman Khanh Do, designated the 10,000th student enrolled in fall 2012, said what he loved best about Tarleton is “the students and staff are friendly and always helping.” Students talk about Tarleton as “family.” A big part of this well-deserved reputation is the respectful way we interact with one another every day.

Civility in words and actions is more than the good manners we all appreciate. Our campuses are diverse in the life experiences of our faculty, staff and students, and in the curriculum, programs and activities offered. This environment supports Tarleton’s mission to “strive to develop moral and ethical thinkers, scholars and leaders who contribute meaningfully and responsibly to a global society.”

Whether it is a classroom discussion of a piece of literature or a lunch table debate about current events, considering disparate views on complex issues is important to education. Too often today, dialogue in mass media and social media is defined by difference, leading to bullying and belittling responses. At Tarleton, we expect these conversations to be characterized by mutual respect and informed debate. Through these experiences, students develop critical thinking skills and a greater understanding of the world beyond their own.

The lack of civility in public discourse today is widely lamented. At Tarleton, we take pride in our culture of civility, kindness and inclusion, not because we agree on everything, but because we respect others and expect better of ourselves.
In all fields of human endeavor, achieving excellence is rare. But at Tarleton, we pursue excellence every day in all we do.

Tarleton has programs that are highly rated, named best in the state, among the top programs in the world. Faculty members have been recognized by their professional associations for their scholarly pursuits and as leaders in their fields. Students have received awards from the College National Finals Rodeo, the American Chemical Society and an international rocket competition sponsored by the American Astronautical Society and the American Institute of Aeronautics and Astronautics. These and many other recognitions corroborate excellence and elevate the reputation of Tarleton.

Members of the Tarleton family are encouraged to set their aspirations high and choose greatness. Seeking to be average will most likely be attained — and no more. The standard at Tarleton is not to do just enough to get by, not to settle for mediocrity. Expect more of yourself and of your university.

In a culture of excellence, each person works to exceed his or her own expectations, and each supports others in their quest to do the same. Excellence is not perfection. Failures will occur when attempting to achieve the exceptional. People who stretch beyond their comfort zone, aiming for breadth of knowledge and a range of competencies, achieve great things.

Dream big. Aim high. Be excellent.
Above all else I believe in the unexcelled spirit of Tarleton... a spirit that has enabled so many of our graduates to achieve great accomplishments, to dream great dreams.

— Barry B. Thompson, at his inaugural address as president of Tarleton, Nov. 7, 1982
To honor him who gave his wealth our youth to save from ignorance. He wished to leave behind some blessings for mankind that falleth not.

— From a song written for the 1902 Founder’s Day celebration honoring John Tarleton, by Lily Pearl Chamberlin, Tarleton’s first female faculty member
The founding of Tarleton is a story of service to others. John Tarleton believed that everyone should have the opportunity to attend college. He believed in giving to benefit others. The gift of his estate that created John Tarleton College in 1899 has changed the lives of tens of thousands of students and their communities.

Service remains central to the people of Tarleton. Faculty, staff and students give their time and talents volunteering in schools, churches, shelters and hospitals near our campuses and in their home communities. Throughout the year, campus-wide service projects are organized by students and staff. The Tarleton Round-Up is a signature event connecting several hundred university volunteers with the Stephenville community. All involved are enriched by the experience.

Why is service important to our university? Engaging in service is a form of learning. It broadens our perspective and deepens our understanding of issues and lives in our neighborhood or halfway around the world. Upon being recognized by Foster’s Home for Children for volunteering as campus mentors and members of T.R.E.A.T., one student said that, “these kids have changed the mentors’ lives.” Going beyond the classroom makes what we are teaching and learning real.

Tarleton graduates are well prepared for citizenship. They understand that service to others is part of our civic duty. Through service to others, each of us has the opportunity to leave behind a better world for future generations. We have a responsibility to make a difference. More than that, as educated women and men, we are expected to be the difference.
The Year in Review

JANUARY

9 Jerry Graham, vice president for finance and administration, announces his retirement after a 42-year career at Tarleton. “Mr. Graham has had a profound and lasting impact on the university ... (and) helped guide Tarleton through incredible technological and physical plant changes over the past four decades,” Dr. Dottavio says.

FEBRUARY

9 The Texas A&M University System Board of Regents votes to approve the transfer of Tarleton’s Dora Lee Langdon Cultural and Educational Center to the City of Granbury.

MARCH

2 Tarleton and the Texas Engineering Extension Service (TEEX) sign an agreement whereby credits earned in TEEX training classes can be applied toward Tarleton degrees. TEEX, also a member of The Texas A&M University System, is one of the largest workforce training providers in the country.

APRIL

24 Eight faculty and three staff receive prestigious awards. Dr. Jennifer Edwards received the Jack and Louise Arthur Excellence in Teaching award, Ms. Francine Pratt won the Barry B. Thompson Service award and Dr. Nathan Heller received the Faculty Excellence in Research award. Also, Paula McKeenan, Bill Beatty, Dr. Laurie McAdams, Mark Holtorf and Glenda Hood are named the 2012 recipients of the O.A. Grant Excellence in Teaching Awards. Among staff, Terry Pritchett won the Impact Award, Daron Trussell won the Horizon Award, and Donna Savage won the Quality Service Award.

MAY

12 Tarleton awards 1,008 degrees, including 182 master’s degrees and 12 doctoral degrees. Also, Austin philanthropists Joe R. (Class of 1949) and Teresa Lozano Long, longtime friends and supporters of Tarleton, receive honorary doctor of humane letters degrees.

JUNE

12 Tarleton and Tarrant County College (TCC) sign an agreement meant to ease the transition for students from the community college to Tarleton and help facilitate the transfer of coursework for the completion of a bachelor’s degree. “The partnership ... furthers the commitment of both the college and the university to personal, affordable and accessible educational opportunities for students in and around the Fort Worth community,” Dr. Dottavio says.

21 Dr. Shaukat Goderya, associate professor of engineering and physics and director of programs for astronomy education and research, is awarded a Fulbright Scholar Program grant for 2012-2013.

27 Dr. Dottavio names Tye V. Minckler, vice president for operations at the Medical College of Wisconsin, as Tarleton’s new vice president for finance and administration/chief financial officer.
JULY

16
Texas Gov. Rick Perry pays a visit to the Tarleton campus. “Gov. Perry understands the tradition, pride and spirit that reflects Tarleton,” Dr. Dottavio says.

28
The Tarleton Aeronautical Team is selected to compete in the NASA University Student Launch Initiative (USLI).

SEPTMBER

13
Tarleton reaches a milestone, record enrollment of 10,281 students on the Stephenville campus and the university’s outreach centers in Waco, Midlothian and the Southwest Metroplex Center in Fort Worth.

OCTOBER

2
The Texas Higher Education Coordinating Board gives the final approval for Tarleton to establish a new bachelor of science degree program in mechanical engineering technology.

14 - 21
Tarleton celebrates Homecoming with the theme, “The Gates Are Always Open: Celebrating 100 Years of the Tarleton Alumni Association.”

19
Faculty, staff, students and friends join Dr. Dottavio to dedicate the Col. Will L. Tate Military Park, named for one of Tarleton’s most revered figures, who died earlier in the year. The location of the new park includes the Military Memorial, which Tate spearheaded, and is adjacent to Heritage Park on the Stephenville campus.

NOVEMBER

2
Dr. Joe Gillespie, professor of health and physical education, is named a Regents Professor by The Texas A&M University System Board of Regents.

13
The university announces a life estate gift in excess of $5 million given by former Tarleton professor Dr. Lamar Johanson and his wife, Marilynn Timberlake Johanson. The gift includes nearly 1,700 acres of farm and ranch land in Mills and San Saba counties.
FY 2012 REVENUES AND EXPENSES (in thousands)

### Revenues
- Tuition and Fees: $46,475 (29%)
- Auxiliary Enterprises: $16,978 (11%)
- Sales and Services: $3,084 (2%)
- Grants and Contracts: $36,968 (23%)
- State Appropriations: $36,263 (23%)
- Other Sources: $19,878 (12%)

Total Revenues: $159,646

### Expenses
- Instruction: $38,145 (27%)
- Research: $8,142 (6%)
- Public Service: $3,697 (2.5%)
- Academic Support: $7,912 (5%)
- Student Services: $5,542 (4%)
- Institutional Support: $9,336 (6%)
- Operation and Maintenance of Plant: $11,731 (8%)
- Scholarships and Fellowships: $15,350 (11%)
- Auxiliary: $21,092 (15%)
- Depreciation/Amortization: $10,382 (7%)
- Debt Service: $11,683 (8%)
- Non-Operating Expenses and Transfers: $800 (5%)

Total Expenses: $143,812
TARLETON COLOR SONG

Oh! Our hearts with joy are thrilling when the Tarleton Colors wave,
And our spirits rise with rapture when the Tarleton sons are brave

Fight for Victory, Fight for Honor,
And success will crown the fight;
ALL HAIL the proud defenders of the Purple and the White!
EXECUTIVE STAFF

DR. F. DOMINIC DOTTAVIO
President

DR. KAREN MURRAY
Provost and Executive Vice President of Academic Affairs

DR. RICK RICHARDSON
Senior Vice President of Advancement and External Relations

MR. TYE MINCKLER
Vice President of Finance and Administration

MR. RUSTY JERGINS
Vice President of Student Life/Dean of Students

DR. KYLE McGREGOR
Chief of Staff to the President

DEANS

DR. DON CAWTHON
College of Agricultural and Environmental Sciences

DR. ADOLFO BENAVIDES
College of Business Administration

DR. JILL BURK
College of Education

DR. LINDA JONES
College of Graduate Studies

MS. KELLI STYRON (Interim)
College of Liberal and Fine Arts

DR. JAMES PIERCE
College of Science and Technology