



***Vision in Action-The Sequel***  
**Project Report**

**Looking Back, Looking Forward**

## **Vision in Action: Defining Our Preferred Future (2003-2005)**

TCU Chancellor Victor J. Boschini, Jr., launched the *Vision in Action* (VIA) strategic plan in December 2003. Through this participatory planning effort, co-chaired by Provost Nowell Donovan and Associate Provost Leo Munson, some 800 faculty, staff, Trustees, alumni, and students charted a vision for the University's future.

Chancellor Boschini charged the Steering Committee to:

- Build upon *The Commission on the Future of TCU*, an earlier planning study commissioned by Chancellor Michael R. Ferrari
- Align strategic planning with the budgeting cycle
- Identify short-range institutional priorities
- Fine-tune the case for a fund-raising campaign
- Develop a long-range institutional world view
- Create an ongoing University planning process

At its spring meeting in April 2005, the TCU Board of Trustees formally endorsed the VIA Strategic Vision, Strategic Decisions, and Cardinal Goals.

### ***VIA Strategic Vision***

TCU will become an increasingly more significant private university with greater international presence.

### ***Strategic Decisions***

- Maintain the undergraduate enrollment at a maximum of 7,200 over the next five years (2009-10)
- Enhance residentiality to approximately two-thirds of the undergraduate enrollment
- Enhance the capacity for graduate education over the next decade
- Invest in innovation through a Strategic Initiative Fund

### ***Cardinal Goals***

1. Recruit and retain students, faculty, and staff who can achieve their full potential at TCU
2. Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs
3. Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology
4. Accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world
5. Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities

More in-depth information on *Vision in Action* can be found at [www.via.tcu.edu](http://www.via.tcu.edu).

## **Vision in Action-The Sequel**

In December 2009, Chancellor Boschini announced his intention to review the five-year period since adoption of the VIA report and, if necessary, revitalize the strategic direction of the University. *Vision in Action-The Sequel* was expected to:

- Review the activities of the past five years:
  - Consider whether TCU has adhered to the strategic plan developed during *Vision in Action* (2003-2005)
  - Evaluate the University's progress during the past five years
- Recommend future directions within the existing framework of:
  - Mission and Values
  - Vision
  - TCU Promise
  - Cardinal Goals
- Evaluate the practices and results of the Strategic Initiative Fund
- Complete the above tasks no later than September 2010

The Chancellor appointed an 18-member Steering Committee representative of faculty, staff, and students to guide this process. Membership of the Steering Committee included:

- Leo Munson, Steering Committee Chair, Associate Provost for Academic Support
- Lisa Albert, Director of Office of Communications
- Adam Baggs, Assistant Vice Chancellor for University Advancement
- Karen Baker, Chief of Staff, Office of the Chancellor
- Arthur Busbey, Associate Professor, School of Geology, Energy and the Environment
- Homer Erekson, John V. Roach Dean of the Neeley School of Business
- Marlon Figueroa, Undergraduate Student, President of the Student Government Association
- Kenneth Janak, Director of Budget and Financial Planning
- David Jenkins, Chair, Department of Social Work
- Kimberly Johnson, Associate Athletics Director, Senior Woman Administrator
- Angela Kaufman, Minister to the University
- Rhonda Keen, Professor, Nursing
- Mary Martin Patton, Dean, College of Education
- Ronald Pitcock, Wilson Honors Fellow, John V. Roach Honors College
- Scott Sullivan, Dean, College of Fine Arts
- John Tisdale, Associate Professor, Schieffer School of Journalism
- Catherine Wehlburg, Assistant Provost, Institutional Effectiveness
- Daniel Williams, Chair, Department of English

## Timeline/Major Milestones

**DECEMBER  
2009**

- ▶ *Vision in Action* - Chancellor Boschini launched *Vision in Action-The Sequel* with a Kickoff Dinner
- ▶ Initial Steering Committee meeting held
- ▶ VIA 5-year evaluation initiated with suggested outcome template (see [Appendix 1](#))

**JANUARY  
2010**

- ▶ All TCU schools/colleges/units began to review and evaluate the past five years for inclusion in the Progress Report

**FEBRUARY**

- ▶ TCU Board of Trustees Executive Committee briefing

**MARCH**

- ▶ School/college/unit reviews of past strategic plans completed

<a href="#">Appendix 2</a>	AddRan College of Liberal Arts 5-Year Review
<a href="#">Appendix 3</a>	College of Communication 5-Year Review
<a href="#">Appendix 4</a>	College of Education 5-Year Review
<a href="#">Appendix 5</a>	College of Fine Arts 5-Year Review
<a href="#">Appendix 6</a>	College of Science & Engineering 5-Year Review
<a href="#">Appendix 7</a>	Harris College of Nursing & Health Sciences 5-Year Review
<a href="#">Appendix 8</a>	Graduate Studies and Research 5-Year Review
<a href="#">Appendix 9</a>	John V. Roach Honors College 5-Year Review
<a href="#">Appendix 10</a>	Neeley School of Business 5-Year Review
<a href="#">Appendix 11</a>	Athletic Department 5-Year Review
<a href="#">Appendix 12</a>	Finance and Administration VIA Goals Review
<a href="#">Appendix 13</a>	Marketing and Communication VIA Action Report Card
<a href="#">Appendix 14</a>	University Advancement Campaign Update

- ▶ Provost Council met to discuss Academic Master Plan
- ▶ First draft of VIA 5-year evaluation completed and submitted to Provost

APRIL

► Focus group activity conducted

Six groups representing faculty, staff, undergraduate students, graduate students, and alumni/parents/community groups were empanelled based on recommendations from deans, staff members, and the Alumni Association. Each of the 90-minute sessions was conducted and moderated by Lisa Albert, John Tisdale, or Bill Moncrief and explored the following questions:

1. Give me one word that first comes to mind when thinking of TCU. You may not duplicate a previous answer.
2. Why did you choose to work/study at TCU?
3. What did you expect from TCU when you came to work/started as a student?
4. How has TCU met, exceeded or fallen short of your expectations?
5. What is missing from TCU? What would you change in the next five years?
6. What is good and should be built upon?
7. How do you experience TCU?

Highlights from the focus group interviews are presented in [Appendix 15](#).

► Campus and Facilities Master Plan approved by the Trustees

MAY

► Steering Committee update provided to the Chancellor’s Cabinet (see [Appendix 16](#))

JUNE

► Updated school/college/unit Academic Plans completed

Updated Academic plan drafts:

- [Appendix 17](#) AddRan College of Liberal Arts
- [Appendix 18](#) College of Communication
- [Appendix 19](#) College of Education
- [Appendix 20](#) College of Fine Arts
- [Appendix 21](#) College of Science & Engineering
- [Appendix 22](#) Harris College of Nursing & Health Sciences
- [Appendix 23](#) Neeley School of Business
- [Appendix 24](#) Graduate Studies
- [Appendix 25](#) John V. Roach Honors College
- [Appendix 26](#) University Programs

Updated Administrative Unit plans:

- [Appendix 27](#) Advancement
- [Appendix 28](#) Alumni
- [Appendix 29](#) Athletics Department
- [Appendix 30](#) Finance and Administration
- [Appendix 31](#) Marketing and Communication
- [Appendix 32](#) Library
- [Appendix 33](#) Student Affairs



► Initial draft of the University Academic Master Plan completed  
Integration of the college and school academic plan drafts will result in the creation of a University Academic Master Plan to be synthesized with *Vision in Action-The Sequel*, the Facilities Master Plan, the Technology Master Plan, and other University initiatives.

**The initial draft of the Academic Master Plan is presented in [Appendix 34](#).**

► VIA Strategic Initiatives Fund review completed  
The Strategic Initiative Fund (SIF) was a Trustee and Chancellor entrepreneurial initiative that arose from the *Vision in Action* planning process. SIF, which was funded for five years, provided development money for creative endeavors that cut across both the traditional budget process and the normal channels for external funding. Approximately \$8.4 million was awarded cumulatively in support of 61 separate grants (out of a total of about 100 proposals submitted). Funded proposals fell into two categories:

- Pathways to transformation grants – smaller tactical projects
- Transformational grants – larger strategic projects expected to significantly improve the University

Each proposal went through a rigorous competitive appraisal and was required to define its outcomes and attributes of success. **A summary of the year-by-year results can be found in the VIA Strategic Initiatives Fund Final Report presented in [Appendix 35](#).**

**A complete listing of the funded grants can be found at [www.via.tcu.edu](http://www.via.tcu.edu).**



► Steering Committee update presented to the Chancellor’s Cabinet  
(see [Appendix 36](#))

► VIA Progress Report released by Provost Nowell Donovan

Excerpts from the VIA 5-Year Progress Report show the status of the four major *Vision in Action* strategic decisions:

1. *TCU will hold undergraduate enrollment at 7,200 through 2009-2010 while increasing the academic profile of students and developing the highest standards of dynamic and rich interaction between faculty and students.*

Undergraduate enrollment has gradually increased from 7,171 in Fall 2005/06 to 7,853 in 2010/11.

- While the increased number of students has put a strain on available residence hall rooms and academic classrooms, TCU has prepared for this increase with the addition of a new academic building, several residence halls, and the refurbishment of other buildings.
- Increases in the number of faculty have enabled TCU to keep its faculty-student ratio at a reasonable level (1:14.8 in 2005/06 to 1:13 in 2010/11).

2. *Over the next decade TCU will house two-thirds of undergraduates in University-owned or University-approved housing to establish a residential campus that will enrich the student experience and reflect a recommitment to TCU's heritage.*

In Fall 2005/06, 46 percent of students were housed in University-owned housing. This percentage increased to 50 percent in 2010/11. (Note that the head count in Fall 2005/06 was 3,156, increasing to 3,791 in 2010/11.)

There has clearly been an increase in the number of students housed on-campus over the past five years, but the two-thirds target has yet to be met. The recently completed Facilities Master Plan includes provisions for developing new accommodation strategies.

3. *TCU will incrementally grow selected graduate programs over the next decade in order to improve our academic profile and to have a greater direct impact on the local and global communities in areas such as education, health care, business management, and child development.*

The percentage of graduate students enrolled in 2010/11 is up 6.3 percent from the previous year and stands at 1,289. New graduate doctoral programs in nursing, music, mathematics, and science education are in their infancy. This is an uneven response – growth in some areas (especially Harris College) and maintenance of the status quo in others.

4. *TCU will dedicate a percentage of tuition revenue for investment through the Strategic Initiative Fund.*

Approximately \$8.4 million was invested in a wide array of projects. As of the end of 2010, these projects have generated some \$7.6 million in revenue. Some projects will continue to produce income for years to come.

The complete VIA Progress Report is presented in [Appendix 37](#).

► The Steering Committee reviewed composite school/college/divisional strategic plans and engaged in conversations to refine the TCU Mission, Vision, and Core Values statements, as well as the TCU Promise and the TCU Commitment.

The Steering Committee met with Provost Donovan on August 31 to identify salient points from each school/college/unit plan and structure the common themes into strategic directions for the reinvigorated *Vision in Action*.

In addition, members were provided the most recent results from both the TCU Graduating Senior Survey and from the TCU Alumni Survey to review for inclusion in the discussion (see [Appendices 38, 39, 40, and 41](#)). This all-day activity resulted in the themes presented for discussion at the September Town Hall events. **The proposed reconstituted Cardinal Principles and strategic directions that were presented at the Town Hall meetings can be found in [Appendix 42](#).**



► Executive Committee of the TCU Board of Trustees briefing  
The Executive Committee of the TCU Board of Trustees was apprised of the progress of *VIA-The Sequel* on September 10 (see [Appendix 43](#)).

► Town Hall meetings held to present and obtain feedback on the proposed strategic priorities for each of the Cardinal Principles  
The VIA Strategic Plan Steering Committee hosted Town Hall meetings on September 13 and 14 in the ballroom of the Brown Lupton University Union (BLUU). The PowerPoint presentation from the September 10 Trustees meeting was used as an introduction at each Town Hall meeting (see [Appendix 43](#)).

The proposed reconstituted Cardinal Principles and strategic directions ([Appendix 42](#)) were presented to the faculty, staff, and student participants in an effort to outline the work of the Steering Committee and gain input regarding future directions for TCU.

At the conclusion of the Town Hall events the Steering Committee reviewed participant observations and made amendments to the draft document to include changes to the TCU Vision and TCU Promise. Additionally, the committee endorsed the creation of a set of shared expectations referred to as the TCU Commitment.

► Steering Committee update presented to the Chancellor's Cabinet  
The Steering Committee presented its final recommendations to the Chancellor's Cabinet on September 28 (see [Appendix 44](#)). A key element of the presentation was a



budgeting/assessment methodology to align resource allocation and strategic priorities (see [Appendix 45](#)).

**A primary purpose of *VIA - The Sequel* was to review and, if appropriate, update the original Cardinal Goals. The Chancellor and Cabinet accepted the Steering Committee's recommendation that the goals become known as Cardinal Principles. Below is the Cabinet-approved articulation of the committee's recommendations:**

**TCU Mission**

To educate individuals to think and act as ethical leaders and responsible citizens in the global community.

**TCU Vision**

To be a world-class, values-centered university.

**TCU Core Values**

TCU values academic achievement, personal freedom and integrity, the dignity of and respect for the individual, and a deep heritage that includes inclusiveness and service.

**The TCU Promise**

The TCU Promise is a reciprocal commitment to excellence through discovery and achievement that unites the TCU community.

**The TCU Commitment**

TCU faculty and staff commit to:

- Providing relevant and challenging curricula, energetic and innovative learning opportunities, and an invigorating social milieu.

TCU students commit to:

- Investing in intellectual curiosity and active learning, practicing high standards of personal behavior, and maintaining a vigorous engagement with their community and the world around them.

The University commits to:

- Nurturing a safe and diverse environment that is committed to the free exchange of ideas, the discovery and dissemination of knowledge, and the encouragement and recognition of creative and scholarly distinction.

**Cardinal Principle #1**

***Recruit and retain outstanding students, faculty, and staff who can thrive intellectually, personally, and professionally at TCU.***

- Enhance the quality of the undergraduate student academic experience
- Strengthen graduate programming
- Develop a strong and safe campus community

- Be the workplace of choice

**Cardinal Principle #2**

***Design a vibrant, strong, and brave learning community that is characterized by outstanding teaching, high quality research, exceptional creative activity, and distinctive curricular, co-curricular, and residential programs.***

- Improve integration and communication between curricular and co-curricular programs and services
- Support exceptional research and creative activity

**Cardinal Principle #3**

***Enhance TCU's learning community by providing outstanding facilities and appropriate technology.***

**Cardinal Principle #4**

***Accelerate TCU's connections with the greater community: Fort Worth, Texas, the nation, and the world.***

- Enhance opportunities that support TCU's connections with the world at large through teaching, research, creative activities, and service
- Embrace the changing demography of the region, state, and nation and contribute to responsible global citizenship

**Cardinal Principle #5**

***Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities.***

- Align various master plans and allocate financial resources to reflect emerging priorities
- Develop advancement strategies that match these priorities
- Reconstitute the Strategic Initiative Fund
- Seek and obtain significant external funding



► Final draft of the revitalized VIA Plan presented to Chancellor's Administrative Council for review and discussion

On October 18, Provost Nowell Donovan reported the results of the 10-month long VIA Update to the Chancellor's Administrative Council. This council is comprised of approximately 65 campus leaders, including leaders of the three campus governance groups: Faculty Senate, Staff Assembly, and the Student Government Association. The Council meets five to seven times annually at which time a topic of interest or impact upon the University is featured. Dr. Donovan's presentation included the materials presented to the Chancellor's Cabinet on September 28 (see [Appendix 44](#)).

► *Vision in Action -The Sequel* concluded

On November 12, Provost Donovan presented the revitalized strategic plan, with recommendations for the future, to the TCU Board of Trustees. (see [Appendix 46](#)).

## Postscript

TCU has chosen to continue the Strategic Initiative Fund. During the initial implementation of VIA in 2005, this fund was approved by the Trustees to create new programs to further the goals of VIA. This entrepreneurial fund has proven to be both popular with the University community and cost-effective as University funds were quite often replaced with externally generated funds. This fund is designed for academic entrepreneurial projects and is by its nature not incremental. Rather, these funds are most often designed to provide “seed” money to seize opportunities, to create new programs, and to further the strategic priorities of *VIA-The Sequel*.

Two outstanding items are left to be completed. The Academic and Technology Master plans required approval of *VIA-The Sequel* to chart the future course for each. Both are expected to be completed and made a part of *Vision In Action* prior to approval of the 2012 fiscal year operating budget.

**In response to Chancellor Boschini’s charge, *VIA-The Sequel* identified the following achievements and goals:**

### **LOOKING BACK**

- Review in depth the VIA report that can still be found on the front page of the TCU.edu website [www.via.tcu.edu](http://www.via.tcu.edu)
- Review the activities of the past five years. Have we maintained our adherence to the strategic plan? (**Appendices 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14**)
- Evaluate TCU’s progress during the first five years of *Vision in Action* (**Appendix 37**)
- Evaluate the practice and results of the Strategic Initiative Fund (**Appendix 35**)

### **LOOKING FORWARD**

- Updated Academic draft plans (**Appendices 17, 18, 19, 20, 21, 22, 23, 24, 25, 26**)
- Updated Administrative Unit plans (**Appendices 27, 28, 29, 30, 31, 32, 33**)
- Recommend future directions within the existing framework of the Strategic Plan (**Appendix 46**)

## Appendices

Appendix 1	VIA Progress Report template
Appendix 2	AddRan College of Liberal Arts 5-Year Review
Appendix 3	College of Communication 5-Year Review
Appendix 4	College of Education 5-Year Review
Appendix 5	College of Fine Arts 5-Year Review
Appendix 6	College of Science & Engineering 5-Year Review
Appendix 7	Harris College of Nursing & Health Sciences 5-Year Review
Appendix 8	Graduate Studies and Research 5-Year Review
Appendix 9	John V. Roach Honors College 5-Year Review
Appendix 10	Neeley School of Business 5-Year Review
Appendix 11	Athletics Department 5-Year Review
Appendix 12	Finance and Administration VIA Goals Review
Appendix 13	Marketing and Communication VIA Action Report Card
Appendix 14	University Advancement Campaign Update
Appendix 15	<i>VIA-The Sequel</i> Focus Groups Summary Report May 7, 2010
Appendix 16	Steering Committee Update Presentation to Chancellor's Cabinet May 19, 2010
Appendix 17	AddRan College of Liberal Arts Academic Plan
Appendix 18	College of Communication Academic Plan
Appendix 19	College of Education Academic Plan
Appendix 20	College of Fine Arts Academic Plan
Appendix 21	College of Science & Engineering Academic Plan
Appendix 22	Harris College of Nursing & Health Sciences Academic Plan
Appendix 23	Neeley School of Business Academic Plan
Appendix 24	Graduate Studies Academic Plan
Appendix 25	John V. Roach Honors College Academic Plan
Appendix 26	University Programs Academic Plan
Appendix 27	Advancement Unit Plan
Appendix 28	Alumni Unit Plan
Appendix 29	Athletics Department Unit Plan
Appendix 30	Finance and Administration Unit Plan
Appendix 31	Marketing and Communication Unit Plan
Appendix 32	Library Unit Plan
Appendix 33	Student Affairs Unit Plan
Appendix 34	TCU Academic Master Plan, July 21 Draft
Appendix 35	VIA Strategic Initiative Fund Final Report July 29, 2010
Appendix 36	Steering Committee Presentation to the Chancellor's Cabinet August 17, 2010
Appendix 37	<i>Vision in Action</i> Progress Report 2005-2010
Appendix 38	TCU Recent Alumni Survey 2005-06
Appendix 39	TCU Recent Alumni Survey 2006-07
Appendix 40	TCU Graduating Senior Survey 2006-07
Appendix 41	TCU Graduating Senior Survey 2007-08

Appendix 42	<i>VIA-The Sequel</i> suggested Cardinal Principles and Strategic Priorities, Town Hall Meetings
Appendix 43	TCU Board of Trustees Executive Committee Briefing September 10, 2010
Appendix 44	Steering Committee Presentation to Chancellor's Cabinet September 28, 2010
Appendix 45	Resource Planning Template
Appendix 46	<i>VIA - The Sequel</i> Presentation to the TCU Board of Trustees, November 2010