

**AddRan College of Liberal Arts
Office of the Dean
Strategic Plan
2010-2015**

Prepared by

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Table of Contents

Mission Statement	3
Vision Statement	3
Strategic Planning Principles	4
Strategic Planning Overview	5
Strategic Plan	7
SWOT Analysis	12
Departmental KPIs	15

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AddRan College of Liberal Arts

Mission

To advance life-long learning and discovery in the humanities and social sciences and to develop critical thinking, analytical, and communication skills that prepare students for successful careers in our global society.

Vision

To become a liberal arts college nationally recognized for innovative learning and critical inquiry that enhances our environment, improves the human condition, and develops ethical leaders.

**AddRan College of Liberal Arts
Office of the Dean
Strategic Planning Principles**

Two key principles guided the development of the 2010-2015 strategic plan and its commitment to excellence across the AddRan College of Liberal Arts:

ENHANCE STUDENT LEARNING

- High quality teaching, pedagogy, and instructional technology
- Innovation and content rich curricula
- Service learning, internships, study abroad, out-of-classroom experiences
- Community engagement and sustainability, civic responsibility, and public participation

CRITICAL INQUIRY AND FORMATIVE ACTIVITY

- Creation, discovery, dissemination, and application of new knowledge across the humanities and social sciences
- Inform and energize teaching and student learning
- Advance the academic reputation of faculty and the college
- Expand external support for research and programmatic activities
- Promote an intellectual environment and the community of scholars

Strategic Planning Overview

The first strategic plan was prepared as part of a 26 month process which began in 2003 and resulted in the TCU Vision in Action agenda. Central to the Vision in Action agenda were five cardinal principles:

- 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.**

The first plan, covering the period 2005-2010 was prepared by Dean Mary Volcansek who served in that position from 2000 to 2007. In 2005, the college was named the AddRan College of Humanities and Social Sciences and comprised of the following departments:

Aerospace Studies (AFROTC)
Design, Merchandising, and Textiles
Economics
English
History and Geography
Military Science (Army ROTC)

Modern Languages and Literatures
Philosophy
Political Science
Religion
Sociology, Criminal Justice, and Anthropology
Spanish

Dr. F. Andrew Schoolmaster was hired as Dean effective July of 2007. Since then the college has been renamed the AddRan College of Liberal Arts (2008), one department left the college, one was divided into two departments, and two departments were renamed. Presently, AddRan College is configured as follows:

Aerospace Studies (AFROTC)
Criminal Justice
Economics
English
History and Geography
Military Science (Army ROTC)

Modern Language Studies
Philosophy
Political Science
Religion
Sociology and Anthropology
Spanish and Hispanic Studies

Since 2007, as part of the AddRan College annual strategic planning process all departments are required to conduct a strengths, weaknesses, opportunities, and threats (SWOT) analysis, identify strategic goals, assess progress in achieving the goals using Key Performance Indicators (KPIs) and tie budget requests to their strategic plans.

In December 2009, Chancellor Victor Boschini initiated a review of the 2005-2010 TCU Vision in Action agenda. In addition to the review, all academic units were requested to prepare a new five year strategic plan to cover the period 2010-2015. This second iteration of strategic planning for AddRan College builds

upon the annual process already in place and as a general framework utilizes the five cardinal principles which guided the 2005-2010 Vision in Action agenda.

In preparing the AddRan College Office of the Dean strategic plan, three small focus group luncheons were held to solicit ideas and input from the faculty. Each department prepared a 2010-2015 strategic plan using a template provided by Dean Schoolmaster. Collectively the departmental documents and Office of the Dean plan constitute the 2010-2015 AddRan College of Liberal Arts Strategic Plan.

Special acknowledgement and appreciation is given to the individuals participating in the focus groups, the department chairs who conducted this process at their level, and all of the faculty for their hard work in developing a strategic agenda committed to excellence across AddRan College.

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**AddRan College of Liberal Arts
Office of the Dean
Strategic Plan
2010-2015**

Cardinal Principle 1: Recruit and retain students, faculty, and staff who can achieve their full potential at TCU.

Strategic Goals

- 1.1 Increase number of students majoring in AddRan College to 1300 exclusive of pre-majors and increase semester credit hour generation to 35,000 credits/ semester.
- 1.2 Develop cooperative plans with the Office of Admissions and John V. Roach Honors College to ensure that high quality students are available to major in AddRan College academic departments.
- 1.3 Increase funding for graduate stipends and travel to remain competitive in recruiting top quality graduate students.
- 1.4 Secure funding to hire a full-time AddRan College webmaster to assist the Dean's Office, departments, and faculty in updating and maintaining web-based information and communication.
- 1.5 Monitor visits to AddRan College website using Google analytics and diagnostic benchmarks and add features on alumni to showcase employment and career opportunities available to liberal arts majors.
- 1.6 Add seven new full-time faculty positions.
- 1.7 Secure additional resources to support faculty research and creative activity.

Actions/KPIs

- 1.1 Monitor degrees conferred, semester credit-hour production, and AddRan majors by department.
- 1.2 Dean's Office personnel will meet with staff from Office of Admissions and Honors College to review current practices and develop new procedures as warranted.
- 1.3 Dean's Office will work with the Provost Office to secure additional resources in support of graduate education.
- 1.4 Dean's Office will request funding for webmaster position as part of the annual budget process.
- 1.5 Dean's Office will work with Office of Website Management to monitor diagnostics and determine visitor profiles.
- 1.6 Two positions will be requested during the fall 2010 budget hearing with one new position per year requested for rest of planning period.
- 1.7 Dean's Office will work with the department chairs as part of annual budget requests to determine faculty needs and monitor faculty applications for and success in securing internal resources such as Institutional Development Grants, Junior Faculty Summer Research Grants, and Research and Creative Activity Fund.

Cardinal Principle 2: Design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs.

Strategic Goals

- 2.1 Review the General Studies major and determine if the degree requirements might be restructured to make it more than a default degree for graduation.
- 2.2 Initiate a review of the foreign language requirements as part of the B.A. degree and address the importance, role, and language offerings as part of a liberal arts education.
- 2.3 Review interdisciplinary minors and explore opportunities for inter-college cooperation in such areas as global/cultural studies and sustainability.
- 2.4 Review advising procedures throughout the college to ensure that students receive timely and accurate information on degree requirements, majors, and careers and employment options.
- 2.5 Ensure high quality courses and programs through a college-wide commitment to course and learning assessment.
- 2.6 Initiate a seminar series featuring AddRan college faculty and off-campus speakers to highlight the relevance and importance of the liberal arts in contemporary society.

Actions/KPIs

- 2.1 Associate Dean will review the General Studies major and form an ad hoc committee to determine if, and how the major could be restructured.
- 2.2 Dean will appoint an ad hoc committee to review and make recommendations on foreign language requirements and instruction and its role in liberal arts education.
- 2.3 Interdisciplinary minors will be reviewed by the studies directors and the AddRan College Undergraduate Committee will explore the opportunities for inter-college curriculum cooperation.
- 2.4 Associate Dean will work with department advisors and director of the Center for Academic Services to review advising procedures and make recommendations as needed.
- 2.5 The Social Science Assessment and Humanities Assessment Committees will begin work on assessing learning outcomes in classes approved to satisfy the TCU Core Curriculum and report their findings to AddRan departments. Those units will also engage in assessing learning outcomes to inform curriculum review and ensure high quality courses.
- 2.6 The Dean's office will consult with AddRan departments in identifying speakers to deliver lectures and workshops addressing various aspects on the role and relevance of the liberal arts in contemporary society.

Cardinal Principle 3: Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology.

Strategic Goals

- 3.1 Renovate Beasley Hall to meet ADA requirements and improve classrooms and teaching technology.
- 3.2 Army and Air Force ROTC will be relocated to meet office, classroom, storage, and cadet activity space requirements.
- 3.3 New Media Writing Studio computers will be included as part of TCU computer replacement program.
- 3.4 Provide professional development and increase stipends for departments chairs and develop increased opportunities for women to gain administrative experience at the department chair level.

Actions/ KPIs

- 3.1 Dean's Office will work with Facility Services on a timetable and reshoring plan to improve Beasley Hall.
- 3.2 Dean's Office will work with the Provost's Office and Facility Services to ensure that Army and Air Force space needs are met in the Rickel Building.
- 3.3 Dean's Office will work with the Provost's Office and the Office of Technology Resources for inclusion in computer replacement program.
- 3.4 Dean's Office will work with the Provost's Office during the annual budget review process to increase the stipends for chairs.
- 3.4 Dean's Office will develop a program for women to gain administrative experience at the department chair level.

Cardinal Principle 4: Accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world.

Strategic Goals

- 4.1 The Institutes for Urban Living and Innovation and Critical and Creative Expression will increase programming and outreach activities to strengthen their connection to the Fort Worth and North Texas communities.
- 4.2 Increase internships and service learning opportunities with a goal of 8 of 10 departments participating in such activities.
- 4.3 Implement a communication plan with the Division of Marketing and Communication to better reach audiences and constituencies regarding the role of the liberal arts in contemporary society. Target audiences will include potential students and parents, business and industry, current students and parents and alumni.
- 4.4 Continue to participate in study abroad programs and explore possibilities for other types of international activities for faculty and students.

Actions/KPIs

- 4.1 Both Institutes will develop external advisory boards and review activity to strengthen community outreach.
- 4.2 Dean's Office will monitor number of internships and service-learning activities as part of annual department reporting and provide small one-time budget requests to cover costs of initiating such activity.
- 4.3 Dean's Office will collaborate with Division of Marketing and Communication in developing strategy and be responsible for initiative funding.
- 4.4 Dean's Office will work with faculty and Center for International Studies: TCU Study Abroad to encourage and support international education. Dean's Office will monitor faculty participation and student enrollment as part of annual department reports.

Cardinal Principle 5: Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities.

Strategic Goals

- 5.1 Hold a second Back-to-Class Event in April of 2012 as part of AddRan College efforts to raise the visibility of the college, showcase faculty, communicate the importance of the liberal arts, and provide support for departments and programs.
- 5.2 Increase external support from foundations and through University Advancement efforts by 15% from 2010-2015.
- 5.3 Increase number of proposals submitted and total funding received from outside sources in support of research and creative activity.

Actions/KPIs

- 5.1 Dean's Office will work with University Advancement and Office of Donor Relations to plan and execute Back-to-Class II.
- 5.2 Director of Development for AddRan College will work with other offices in University Advancement monitoring all forms of giving to Addran College and report summary statistics as part of annual college report.
- 5.3 Dean's Office will work with Office of Sponsored Research to build support for increasing number of proposals submitted. Dean's Office will enable faculty to attend programs on grant writing and consider use of release time to prepare and submit proposals. Dean's Office will also work to realize change in TCU indirect policy.

**AddRan College of Liberal Arts
Office of the Dean
SWOT Analysis**

Strengths

- Excellent faculty dedicated to student learning and exemplifying teacher-scholar model.
- Scharbauer Hall and Reed Hall provide excellent classrooms, teaching technology, and faculty offices in the geographic center of campus.
- AddRan College courses play an important role in TCU Core Curriculum which serves as the gateway to learning at TCU.
- Strong doctoral programs in English and History make important contributions to TCU's Carnegie Classification as a Comprehensive Doctoral University.
- Largest college at TCU in terms of numbers of full-time faculty and generation of approximately 30% of all undergraduate credit-hours per semester.
- Departmental curricula are content-rich and emphasize critical thinking and communication skills.
- Graduating students are of a high quality and well prepared to enter the job market or pursue graduate degrees.
- Junior faculty hires have been of a high quality and faculty turnover from resignation or making insufficient progress toward tenure has been low.
- Strong external support from Board of Visitors and Friends of AddRan College including alumni and other external constituencies.
- The AddRan College website received a Silver Award from the Council for Advancement and Support of Education (CASE).
- High quality public lectures through the Boller Symposium, Jim Wright Symposium, Moore Humanities Symposium, and Daryl D. Schmidt Lectures on Religion in Public Life showcase the significance and relevance of the humanities and social sciences in contemporary society.

Weaknesses

- While AddRan College courses are well represented in the TCU Core Curriculum, this representation could be misinterpreted to suggest we are largely a service college lacking strong research programs and sound enrollments in college majors.
- Lack of budget for advertising and publicizing of AddRan College departments and programs and promoting the liberal arts in contemporary society.
- Extramural support for research and programmatic activities is low and historically has not been a priority for faculty.
- Not all AddRan College computer laboratories are covered by the replacement program creating problems for hardware and software upgrades on a regular and timely basis.
- Limited diversity in terms of historically underrepresented groups in both our student population and faculty.

- Internships and service-learning opportunities have been well developed in some AddRan College departments but overall these activities have not been widely employed across the college.
- Lack of adequate stipends hinders the ability to recruit graduate students into the English and History programs. The amount of graduate stipends is increasingly “non-competitive” with peer and aspirant institutions.
- There is an over-reliance on part-time instructors to cover lower division courses and some courses included in the TCU Core Curriculum. This situation is exacerbated by the large freshman classes that increase pressure for coverage in lower division classes across the college.
- Website maintenance and updating/upgrading is inconsistent and the lack of an AddRan webmaster requires faculty or in some cases administrative assistants to perform this task thus diverting them from their primary responsibilities.
- Generally, departments have operated in an insular fashion not aware of what others were planning and doing across the college, thus reducing potential for interdisciplinary research and programmatic development.

Opportunities

- Completion of Scharbauer Hall and the renovation of Reed Hall presents opportunities for naming classrooms, laboratories, and conference rooms. New facilities should also help with recruiting students and faculty and provide space for programming activities such as the University Debate Chamber.
- AddRan College has a number of interdisciplinary minors or “studies” programs but they have not been as well subscribed as possible and more needs to be done to publicize the programs and attract more students.
- Assessment of the humanities and social science courses in the TCU Core Curriculum should result in Addran College departments playing a stronger and more important role during a student’s first two years as TCU.
- Better cooperation and integration of AddRan College with Student Affairs in the learning-living communities.
- Better cooperation with Career Services in developing internships and informing potential employers about the merits of hiring liberal arts majors.
- The General Studies major should be reviewed and more fully developed as a program of study.
- Improve coordination with the Office of Admission in recruiting students to major in an AddRan College program of study.
- Improve cooperation with the Office of Sponsored Research to identify possible sources of external support for research and to assist with the preparation of proposals.
- Work to reformulate the indirect cost recovery policy to provide greater incentives for faculty to pursue external funding in support of research.
- Work with University Advancement to identify and cultivate donors interested in supporting AddRan College and make better use of our Board of Visitors in building support for the liberal arts.

Threats

- Continued reliance on part-time instructors in the face of record size freshmen classes has the potential to compromise the first-year experience of students. High enrollments also impact faculty-student ratios.
- Lack of start-up resources could affect our ability to recruit junior faculty. While a junior faculty summer research program is in place it is highly competitive and the salary stipend is well below that of the Neeley School of Business.
- The liberal arts do not have professional accrediting agencies. While most are happy with not having to deal with yet another bureaucracy, these agencies allow other schools to quote national rankings and in some cases enable disciplines to use the threat of being accredited to secure additional resources from administrators.
- The John V. Roach Honors College relies on AddRan College faculty to teach a number of honors courses. AddRan College is not compensated for having its faculty diverted to the honors courses and chairs are sometimes reluctant to staff honors courses.
- On a national level there are voices calling into question the relevance of the liberal arts and enrollments and new full-time faculty hires have been flat or in some cases declining. This perception challenges AddRan College as we recruit students and faculty and compete for additional resources to support our programs.
- Vocationalism and the commercialization of research have increasingly placed emphasis on employment and career opportunities resulting in the growth of professional programs. As these programs have grown in size additional resources have often been directed toward them without taking into account the overall responsibility of AddRan College to prepare students during their first two years at TCU.
- Dual credit and transfer students sometimes like the preparation of students who started in the TCU Core Curriculum. This disparity in preparation can cause challenges in classroom performance and pedagogy.
- Teaching loads in Ph.D. programs for faculty actively involved in graduate education and the advising of dissertations are in need of review especially if TCU is serious about increasing graduate instruction.
- There is a gender imbalance in terms of males/females serving as department chairs. More opportunities for career pathways leading to administrative positions beginning at the chair level are needed for women.
- Overall support for research and creative activities including funding for the Mary Coats Burnett Library, Office of Sponsored Research, and graduate stipends has been inadequate to advance our academic reputation at national level.

Departmental KPI's and Information for Annual Reports

General KPI's and Information For All Departments

1. Degrees Conferred
 - A. Placement Information-Undergraduates
 - B. Ph.D Placements
 - C. Graduate School Admissions

2. Semester Credit Hour Production/ Department
 - A. Undergraduate/Semester
 - B. Graduate/Semester
 - C. Lower Division
 - D. Upper Division
 - E. Courses
 - i. Sections
 - ii. Enrollment/Courses (upper and lower levels)
 - F. Service Learning Internships/Experiential Learning

3. AddRan Majors by Department

4. Participation in "Studies" Programs

5. Departmental Activities
 - A. Events Hosted
 - B. Programs
 - C. Special Events

6. Faculty Service and Contributions (Exemplary Leadership)
 - A. Department
 - B. College
 - C. University
 - D. Disciplinary
 - E. Professionally related Community Service

7. Publications
 - A. Books
 - i. Author (s)
 - ii. Editor (s)
 - B. Refereed Articles (Full Citations)
 - C. Proceedings Articles
 - D. Book Chapters
 - E. Other publications (encyclopedia articles, etc.)
 - F. Editorial Positions
 - G. Applied Research Related to Community

8. Grants
 - A. Internal /Amount – Project Title and PI (s)
 - B. External /Amount – Project Title and PI (s)
 - i. In force
 - ii. Pending
9. Qualitative Factors
10. Student Learning Outcomes
11. Community Engagement (list and brief description of activities)

Department Specific Strategic Goals

1. KPI's that are related to departmental specific goals that are part of your Strategic Plan that your department would like to see included in annual reports.

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