

**July 2010**

**Neeley School of Business  
Texas Christian University**

**DRAFT**

**Note:** This is a draft document intended for discussion within the Neeley School of Business. The goal is to have the plan finalized by October, 2010.

**Neeley Mission**

At the Neeley School of Business, we are committed:

- To develop ethical leaders with a global perspective who help shape the business environment.
- To develop and disseminate leading edge thought in order to improve the practice of business.

**Neeley Vision**

Our vision is to be the premier private business program in Texas and recognized as one of the leading national schools of business.






- Being a school of choice recognized nationally for premier undergraduate and graduate business education. Our programs focus on individual development and emphasize more than functional skills. Our students learn how to use what they know to make a difference in business and other organizations.
- Being a target school for employers in Texas and major national markets. We want businesses across the state and in major national markets to recognize the Neeley School as having a nationally prominent program with TCU graduates adding immediate value to their organizations.
- Being a knowledge leader in terms of faculty research and executive education.

**TCU Guiding Values and Principles**

1. TCU is committed to nurturing and developing its reputation as a leading University committed to excellence in residential-based undergraduate education and excellence in graduate education in targeted areas.
2. TCU is committed to embracing the Teacher-Scholar Model in an environment that sustains and encourages creative activity and scholarship.

3. TCU is committed to providing a safe campus environment that assures a culture of inclusiveness, tolerance and respect, where faculty, staff and students are empowered to develop personally and contribute positively to the academic mission.
4. TCU is committed to an environment which encourages innovation and risk-taking, and a willingness to fund a rich academic discovery process.

## TCU Five Cardinal Principles

1. Recruit and retain outstanding 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. 

Note: Core positioning areas below are tied to the five cardinal principles as shown with the associated symbols. Strategic initiatives mandated from the University Master Academic Plan are noted with a double asterisk (\*\*).

## Core Positioning

*The Neeley School is committed to producing high quality business graduates with strong business knowledge and training and a commitment to being effective leaders in their corporate and civic lives. The Neeley School supports the development of programs of significance and informed critical inquiry that address major societal challenges involving leadership & ethics, innovation, and globalization.*

### Leadership in Business Education: Thought Leadership



**Goal:** Support an active intellectual environment that leads to the development and dissemination of leading edge thought in order to add to the conceptual understanding of business and commerce and to improve the practice of business.

**Critical Measures:** Strong indicators of success

- Research in top journals
- Impact – citations/press coverage/interface with business community

- Editorships/editorial review boards
- Presentations at other universities and national conferences
- Funding of thought initiatives

### **Strategic Initiatives:**

Task 1: Develop protocols to assess the quality of research productivity with a commitment to support nationally recognized scholarship\*\*

Task 2: Develop clear teaching load policy calibrated to support research

Task 3: Enhance opportunities for funding high impact research projects and initiatives (including summer grants, special research projects, sponsoring outside speakers, workshops and conferences, and journal editorships)

Task 4: Increase in number of chairs, professorships, and faculty fellows – both for recruiting leading scholars and rewarding excellence for current faculty

Task 5: Dedicate funds to support research and programs in targeted areas of leadership & ethics, innovation, and globalization (including funding for centers and institutes)

#### ***Leadership and Ethics***

- Provide support for programming in leadership and ethics
- Provide support for Business and Poverty Research Initiative

#### ***Innovation***

- Explore creation of Institute for Entrepreneurship and Innovation to promote teaching, research and student programming across TCU

#### ***Globalization***

- Deepen and broaden opportunities for faculty to lead international education programs and engage in global research projects
  - Provide support for social entrepreneurship programs
- Create International Education Office to support logistics surrounding international programs

Task 6: Create staff support for technical/statistical analysis

## **Leadership in Business Education: Excellence in Teaching and Learning**



**Goal:** Enhance student centered programs which enable students to acquire contemporary skills that promote individual development, and prepare them to make a difference in business organizations.

**Critical Measures:** Strong indicators of success

- Culture of high expectations for students – faculty set high standards
- Culture of student ownership/engagement in learning and professional development
- Maintenance of AACSB accreditation
- Placement & career success of students

**Strategic Initiatives:**

**General:**

Task 1: Provide incentives for faculty to deliver better lectures and increase active/applied learning (incentives for teaching excellence)

Task 2: Develop protocols with respect to the quality and measurement of teaching effectiveness\*\*

Task 3: Dedicate funds to support student opportunities in targeted areas of leadership, innovation, and globalization

- Implement new Values and Ventures Program, including the Jane and Pat Bolin Innovation Forum and the Tartaglino Richards Foundation New Venture Competition
- Expand undergraduate and graduate learning by increasing participation in overseas programs, recruitment of international students, and courses emphasizing global perspectives\*\*

Task 4: Fully develop Assurance of Learning system

- Creation of position of Director of Assessment and Accreditation Services

Task 5: Develop proposal for Achieve summer business institute to be offered for credit with revenue-sharing model

### **Undergraduate:**

Task 1: Implement Neeley Premium Credentials program

Task 2: Infuse innovation, leadership & ethics, and globalization throughout the curriculum

Task 3: Improve undergraduate academic advising capacity

### **Graduate:**

Task 1: Develop plans to increase enrollment and quality of fulltime MBA, EMBA and Master of Accountancy programs

Task 2: Review feasibility of joint graduate programs with other academic units and/or other institutions (e.g., MBA in Healthcare or MBA in Energy)

Task 3: Consider feasibility of expanding Professional MBA program with new revenue-sharing model

Task 4: Review roles and responsibilities of graduate assistants.

### **External Relations**



**Goal:** Develop a systematic program deploying talent, time and resources that benefits our stakeholders and promotes the regional and national positioning of the Neeley School.

**Critical Measures:** Strong indicators of success

- Strong Neeley brand
- Increased participation of alumni and other stakeholders
- Placement opportunities for students - quality, quantity and geographical dispersion
- Rankings
- Private financial support

**Strategic Initiatives:**

Task 1: Develop corporate relations strategy, including forming strategic partnerships with select group of 15-20 medium to large size firms

- Improve coordination of advisory councils and other corporate contacts

Task 2: Increase opportunities for alumni participation

Task 3: Complete Campaign for Neeley and related 75<sup>th</sup> anniversary of the establishment of the School of Business

Task 4: Expand public relations network to communicate faculty, staff and student accomplishments

Task 5: Develop strategies to target and improve national rankings

Task 6: Enhance career services support for undergraduate and graduate students

### **Workplace of Choice**



**Goal:** Support a culture of inclusiveness, tolerance and respect where faculty and staff feel empowered to develop professionally and contribute positively to the mission of the Neeley School.

**Critical Measures:** Strong indicators of success

- Positive workplace environmental assessment
- Increased quality and diversity of applications for faculty and staff positions
- Quality of exit interviews of faculty and staff
- Level of employee engagement/participation

### **Strategic Initiatives:**

Task 1: Enhance opportunities for staff professional and career path development

Task 2: Provide faculty and staff recognition and rewards for activities related to fulfillment of the Neeley mission

Task 3: Develop surveys for workplace environmental assessment

Task 4: Explore use of 3<sup>rd</sup> party assistance in conducting exit interviews, both for retirement and turnover

Task 5: Continue opportunities for faculty and staff social interaction

## Internal Operations



**Goal:** Assure an efficient support system which enables faculty, staff, and students to contribute to fulfillment of the mission of the Neeley School.

**Critical Measures:** Strong indicators of success

- Availability of resources
- Improved utilization of Neeley buildings
- Procedures for allocation of resources
- Student confidence with internal operations

### **Strategic Initiatives:**

Task 1: Implement centralized calendar for Neeley School

Task 2: Enhance internal communication (roles, responsibilities, activities, between faculty and staff, organization – who does what? Where to send people?)

- Improve signage for office and people location

Task 3: Improve use of physical space

- Audit use of existing space (use on Friday/early mornings)
- Balance class scheduling

Task 4: Cleanup governance and policies documents and Neeley intranet

Task 5: Provide professional development opportunities related to technology for faculty and staff