

**Revised July 21, 2010**

**Texas Christian University**

**Academic Master Plan**

**DRAFT**

**2011-2016**

**Academic Affairs**

**Vision**

TCU is becoming an internationally recognized private University committed to an academic experience that fosters both relevant and significant scholarship and an inspiring education.

**Mission**

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

**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 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.

## **Core Positioning**

### **I. Leadership through People**

**TCU will recruit and retain outstanding students, faculty, and staff who can achieve their full potential at TCU. (Cardinal Principle I)**

#### ***(1) Faculty***

TCU will have a distinguished faculty, collectively dedicated to excellence in scholarship and active student learning in a liberal arts university environment while supporting strong professional education, and will support a culture where faculty feel empowered to develop professionally and contribute to the mission of TCU.

#### ***Expected Outcomes***

The University's culture supports the teacher/scholar model, with an expectation of excellence in (i) teaching and learning and (ii) creativity and research.

#### **Action Steps:**

1. Each College/School will develop protocols with respect to the quality and measurement of teaching effectiveness that are specific to the disciplines concerned and support excellent learning outcomes.
2. Each College/School will develop protocols to assess the quality of research productivity specific to the disciplines concerned and with a commitment to support nationally recognized scholarship.
3. TCU will reduce the dependence on adjunct faculty.
4. TCU will increase the proportion of tenured and tenure-track faculty.
5. TCU will establish chairs and professorships for teaching excellence rewarding excellent teaching performance and pedagogical scholarship.

#### **Implementation:**

- i. TCU will create a Master Teacher recognition for career-long commitment and achievement that matches the ideal of a Great Teacher.
6. TCU will increase the diversity of faculty by establishing appropriate targets for gender and ethnic diversity within each academic unit.

#### **Implementation:**

- i. TCU will advance recommendations from the Committee on Status of Women Faculty
7. TCU will increase the number of chairs and professorships rewarding excellence in research productivity.

**Implementation:**

- i. TCU will create an internal Distinguished Teacher/Scholar recognition for career-long commitment and achievement that matches the ideals of the Great Teacher-Scholar.
8. TCU will establish guidelines for setting appropriate teaching loads.
9. TCU will establish leadership and mentoring programs to support retention and career advancement for faculty.

**Implementation:**

- i. TCU will Increase summer research grant opportunities for new and continuing faculty
  - ii. TCU will provide leadership development programs for faculty
  - iii. TCU will develop succession plans for assuring academic administrative leadership.
  - iv. TCU will develop orientation and professional development programs for adjunct faculty.
10. TCU will create mechanisms for sharing successful teacher/scholar outcomes.

**(2) Students**

TCU will recruit and retain students committed to embracing academic challenges and personal growth experiences that prepare them to be effective, ethical leaders in a global society.

***Expected Outcomes***

- A. TCU will recruit undergraduate and graduate students with an increasingly selective academic profile.

**Action Steps:**

- 1. The Provost will work with the Chancellor and other Vice-Chancellors to establish a clear university-wide supported cap on undergraduate enrollment (7200-8000?).
- 2. TCU will develop a model for planned growth supporting targeted undergraduate enrollment, while maintaining the distinctive TCU experience.

**Implementation:**

- i. Develop admissions policies and processes attracting students into priority areas, and relieving stress on over-enrolled areas.
  - ii. Develop plans to manage the large incoming classes and assure high quality educational opportunities through the students' majors.
- 3. TCU will increase financial aid support to compete nationally for outstanding undergraduate students.
- B. TCU will have an increased graduate presence with planned growth in targeted graduate areas.

**Action Steps:**

- 1. Each School/College will develop a strategic assessment and proposed plan for expansion of its graduate programs.
- 2. Academic Affairs will develop a process for assessing school/college plans and determining priorities for expansion of targeted graduate programs.
- C. TCU will increase the diversity of the undergraduate and graduate student populations (Goal: 20% UG; 15% G).

**Action Steps:**

- 1. TCU will develop recruitment plans to ensure the student body profile is reflective of the region's population.

**(3) Academic Affairs Staff**

TCU will have an outstanding academic affairs staff and support a culture where these dedicated staff members are empowered to develop professionally and contribute to the mission of TCU with timely and high quality academic support services.

**Expected Outcomes**

- A. Academic affairs staff supports high quality learning outcomes and research/creative activity.

**Action Steps:**

- 1. TCU will evaluate resources in academic support areas to better align with academic priorities.
- 2. TCU will ensure that administrative processes facilitate achievement of academic goals and objectives.
- 3. TCU will provide funding necessary to respond to changing student needs and advances in technology. TCU will determine optimal number of academic affairs personnel to support academic goals and provide responsive funding as the enrollment and number of faculty increases.

- B. Academic affairs staff will support the personal and professional development of students in interactions with them.

**Action Steps:**

1. TCU will evaluate opportunities for students to develop mentor relationships and other interactions with academic affairs staff.
  2. TCU will improve physical spaces to allow staff/student interaction.
- C. Academic affairs staff supports deepening the connection of TCU to the Fort Worth community and beyond.

**Action Steps:**

1. TCU will support opportunities for academic staff (beyond the director level) involvement in volunteer and civic organizations.
  2. TCU will reevaluate the University service policy to encourage greater volunteer and civic activities by academic affairs staff.
  3. TCU will expand support for University outreach activities, while assuring sufficient staff to maintain other academic affairs support services.
- D. TCU will assure that academic affairs staff works in an environment supporting their professional activities and development.

**Action Steps:**

1. TCU will develop systematic and comprehensive training processes for new academic affairs staff.
  2. TCU will provide on-campus leadership and mentoring programs to support retention and career advancement for academic affairs staff, including working on degrees during the work day as time permits.
  3. TCU will develop succession plans for assuring continuity in leadership for academic affairs staff.
  4. TCU will encourage academic affairs staff participation in professional conferences and associations.
- E. TCU will support a high quality and rewarding workplace with a high degree of academic affairs staff satisfaction and appreciation for collaboration.

**Action Steps:**

1. TCU will maintain salary improvement programs and consider enhancing benefits for academic affairs staff.

2. TCU will evaluate linkages between Human Resources and Academic Affairs to improve the flexibility and responsiveness of University systems to support academic goals and objectives.
3. TCU will enhance opportunities for academic affairs staff to provide suggestions for continuous improvement and innovation.
4. TCU will recognize academic affairs staff with more University level awards that carry meaningful financial rewards.
5. TCU will improve communication between UCAC, Staff Assembly and academic affairs staff.

## **II. Leadership in Teaching and Learning**

**TCU will design a vibrant learning community characterized by distinctive curricular, co-curricular, and residential programs. (Cardinal Principle II). As appropriate, the University will support maintenance of SACS and unit accreditations, and develop a Quality Enhancement Plan.**

### ***(1) Excellence in Undergraduate Education*** (from Institutional Priorities – see Appendix A)

1. Upon receiving a TCU degree, all undergraduates should be able to demonstrate the following:

- Knowledge and Ability to Act as a Learner Informed by the Liberal Arts
- Knowledge and Ability to Act as an Ethical Leader
- Knowledge and Ability to Act as a Responsible Citizen
- Knowledge and Ability to Act as an Ethical Participant in the Global Community

2. Upon receiving a TCU degree, all undergraduates should demonstrate a high level of preparation and accomplishment in their major area of study.

#### ***Expected Outcomes***

- A.** TCU supports a culture of high expectations for active student engagement, with students actively involved in the discovery process with opportunities for different learning experiences and for personal and professional development (e.g., student research, attendance at campus speaking events).

#### **Action Steps:**

1. TCU will adopt more challenging and active learning methods across the core and majors.

#### **Implementation:**

- i. Create an annual pedagogy symposium.
- ii. Develop and implement measures of active student engagement.
- iii. Enhance pedagogical training for part-time faculty.

2. TCU will develop plans to increase faculty/student interaction (e.g., reduced faculty/student ratio, reducing class sizes in targeted areas, and support for extracurricular learning projects).
3. TCU will strengthen the undergraduate research experience.

**Implementation:**

- iii. Evaluate the format and delivery of capstone research or creative activity opportunities.
4. TCU will increase the deployment of its best faculty in core academic areas (including freshman courses) and other areas where they are most needed to advance student learning or provide leadership in establishing a challenging academic environment
5. Each College/School will develop a plan to support excellent learning outcomes.
6. TCU will further refine the measurement of learning outcomes and assessment processes.

- B.** The University supports a culture that encourages interdisciplinary and cross-disciplinary thinking and learning opportunities.

**Action Steps:**

1. TCU will further develop relevant interdisciplinary programs, centers and institutes.

**Implementation:**

- i. Develop university guidelines for approval, evaluation and funding of centers and institutes
- ii. Increase funding for new and continuing centers and institutes
- iii. Increase funding/support for interdisciplinary teaching opportunities.
- iv. Consider creation of interdisciplinary majors.
2. TCU will continue enhancement of Honors College programs.

**Implementation:**

- i. Improve support/incentives for faculty teaching in Honors College
3. TCU will continue to develop undergraduate student leadership programs.

**(2) Excellence in Graduate Education**

TCU will provide high quality graduate programs responsive to changing societal needs and preparing graduates to be leaders and scholars in their academic and professional careers. To this end, graduate education should play a role in (1) supporting scholarly output and reputation of the University, and (2) meeting community and personal need for expertise at the post-baccalaureate level.

### ***Expected Outcomes***

- A. TCU will enhance and maintain a strong, viable graduate presence in the TCU student population with professional, interdisciplinary, traditional, and innovative programs, offered at the Doctoral and Masters levels.

#### ***Action Steps:***

1. TCU will raise the graduate presence as a percentage of the student body to 20%.
2. Colleges/schools will develop strategic priorities for graduate programs, followed by university prioritization based upon responsiveness to the mission of TCU and societal needs, viability, quality, and capacity to grow.
3. TCU will add faculty to raise the capacity for targeted programs to grow.
4. TCU will support faculty workloads consistent with supporting high quality graduate education and research and creative activity.
5. TCU will consider the addition of a separate professional graduate program or school.

- B. TCU will increase the academic profile of the graduate student population.

#### ***Action steps:***

- TCU will develop a system to track selectivity (application and acceptance), enrollment, and quality (GPA and Standardized Test scores) by program.
- TCU will increase research stipends, financial aid, bonus stipends, and tuition awards to enable the recruitment of top quality students in all graduate programs.

- C. TCU will integrate graduate education into the culture of the University.

#### ***Action Steps:***

1. Graduate programs at TCU will contribute to community development with student projects, internships, and products to local industry with alumni placements.
2. TCU will inspire graduate students to explore and solve significant problems through research and creative scholarship.

#### ***Implementation:***

- i. Provide opportunities to showcase graduate student achievement in creativity and research.
- ii. Provide opportunities for graduate students and undergraduate students to work together on research and creative scholarship projects.



3. TCU will support the professional development of graduate students with career skills programming, including speakers, workshops, and curricula.
4. TCU will improve opportunities for graduate students to have representative voice in graduate education governance.
5. TCU will improve social opportunities for graduate students (to minimize feelings of isolation or separation from campus activities).

### **(3) Integrating Academic and Student Life Programs**

#### ***Expected Outcomes***

- A. TCU will improve coordination of academic and student life programs.

#### **Action Steps:**

1. TCU will reevaluate the objectives and delivery of the opening university freshman August experience.
2. TCU will take advantage of residential campus.
3. TCU will develop improved feedback systems to follow through on student concerns.

#### **Implementation:**

- i. Develop faculty/staff programming in residence halls.
- ii. Develop opportunities for peer learning.
- iii. Clarify the expectations and guidelines for living-learning programs in residence halls.
- iv. Facilitate better cross campus communication of residence hall programming.

- B. TCU will improve placement of students in career opportunities and admission to graduate school

#### **Action Step:**

1. TCU will examine the effectiveness of university career services and commit resources for improved career services centrally and in academic units.

- C. TCU will integrate academic preparation with student life experiences focused on personal growth and development to enhance the academic development of students.

#### **Action Steps:**

1. TCU will explore options to improve academic advising across campus (e.g., professional advising model).

2. TCU will consider scheduling Greek rush in 2<sup>nd</sup> semester to optimize students' ability to give appropriate attention to academics in 1<sup>st</sup> year.
3. TCU will better connect current student life leadership programs with academic leadership programs.
4. TCU will develop an academic early warning system for students facing academic risk.

### **III. Leadership in Research and Creative Activity**

TCU supports an active intellectual environment that leads to the discovery and dissemination of leading edge thought and creative activity. Research and creative activity will lead to new knowledge, addresses societal issues, sheds light on the creativity of the human mind and its artifacts, recognizes artistic endeavors, informs professional practice, and provides insights to be shared in the teaching-learning process.

#### ***Expected Outcomes***

- A. Premier research and creative activity enhances the scholarly reputation of the faculty and the University.

#### **Action Steps:**

1. TCU will develop teaching load policy calibrated to support research.
2. TCU will increase funding for summer research.

- B. TCU increases the involvement of undergraduates in research.

#### **Action Step:**

1. TCU will develop reward structure for faculty who work with undergraduate research.

- C. TCU faculty publish research in high quality journals and other scholarly venues appropriate to their field.

#### **Action Step:**

1. Each college/school will publish protocols for research/creative activity and distribute to other deans and Provost
2. TCU will expand financial support for professional travel for faculty presentation of research findings at professional conferences

- D. TCU significantly increases externally funded grant supported research.

**Action Steps:**

1. TCU will develop incentives to encourage externally funded research.
2. Increase number of grant applications by X %, with an increase in external funding of X % at the end of five years.

**Implementation:**

- i. Adopt proposal for redistribution of external grant generated indirect funds to stimulate external funded grant applications.
- ii. Office of Sponsored Research will develop a mentoring program for faculty in grant writing and processes for seeking external funding.

## **IV. Leadership in Addressing Societal Challenges**

**TCU will accelerate our connection with the greater community: Fort Worth, Texas, the nation, and the world. (Cardinal Principle IV)**

TCU will support a culture of innovation and emphasis on developing programs that anticipate and respond to major societal challenges facing the region, the nation and world, and providing engaged learning opportunities for students.

***Expected Outcomes***

- A.** TCU will support increased learning opportunities for undergraduate and graduate students in the region by promoting cooperation with corporate, government, cultural, educational, social service, and religious institutions.

**Action Steps:**

1. TCU will strengthen and expand outreach and executive/professional education programs.
2. TCU will Increase the number of regional and international based internships and community-based learning and research projects.

- B.** All undergraduate and graduate students will engage in educational opportunities that enhance their global perspectives.

**Action Steps:**

1. TCU will expand undergraduate and graduate learning by increasing participation in overseas programs, global partnerships with other high quality universities in other countries, and financial support for study abroad experiences.
  - a.** Increase % students traveling internationally
  - b.** Increase % international students
  - c.** Increase % courses emphasizing global perspectives

2. TCU will deepen and broaden opportunities for faculty to lead international education programs and engage in global research projects.
  3. TCU will establish campus-wide learning objectives for evaluation and assessment of international courses and experiences.
- C. TCU will work to enhance its reputation through deeper engagement with external stakeholders.

**Action Steps**

1. TCU will support University and unit centers and institutes in promoting connections between broader communities and TCU’s education, research and outreach programs.

**Implementation:**

- i. Organize and promote memberships from the community for an annual speaker’s series of TCU lectureships.
2. TCU will increase its role in promoting economic development through entrepreneurship, and support for commercialization and technology transfer.

**V. Leadership in Support and Operations**

**TCU will sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology (Cardinal Principle III) and will couple wise financial stewardship with a well planned entrepreneurial approach to academic opportunities (Cardinal Principle V).**

**Expected Outcomes**

- A. TCU will align university budget planning and prioritization with the academic master plan.

**Action steps:**

1. TCU will plan for significant increase in operating and capital expenditures to support core academic initiatives; that is, academic affairs priorities would be fully integrated into University’s budgeting, compensation, and information technology planning.
2. TCU will develop a budget model to accommodate fluctuations in student enrollment.
3. TCU will continue to enhance the competitiveness of faculty and academic staff support salaries and compensation.
4. Academic affairs will develop more standardized reporting systems to enable consistent reporting of academic unit activities, and to provide for smooth transitions and flexibility in planning.

- F. TCU will align campus master facilities planning with the academic master plan.

**Action Steps:**

1. TCU will develop improved locations for general student academic and social interaction.
2. TCU will develop gathering places for faculty/student interaction to support rich personal interactions.
3. TCU will ensure labs, classrooms and online education remain technology-rich and relevant
4. TCU will continue to enhance library facilities and resources.

- G. TCU will align development activities to better support the academic master plan.

**Action Steps**

1. TCU will establish private, corporate and foundation priorities to support the academic master plan.
2. TCU will continue development of its campaign to increase endowed scholarships.

## **Appendix A**

### **Institutional Priorities**

When they receive their degree, all TCU undergraduates should be able to demonstrate the following:

**Knowledge and Ability to Act as a Learner Informed by the Liberal Arts, including**

- Thinking critically using tools from literature, the humanities, fine arts, mathematics, and the natural and social sciences
- Drawing reasoned conclusions using complex information from a variety of sources
- Applying theoretical and practical knowledge to novel situations
- Demonstrating an ability and willingness to learn in response to the challenges posed by a diverse and evolving society
- Using appropriate methods of inquiry to analyze important natural, social, and human phenomena
- Influencing others through effective written, spoken, or artistic expression

**Knowledge and Ability to Act as an Ethical Leader, including:**

- Solving problems by attending to the unique goals, needs, and expertise of others

- Articulating a coherent leadership style and philosophy
- Being aware of the personal and interpersonal complexities of change, and demonstrating the ability to initiate, evaluate, and manage change
- Employing core knowledge from a discipline of choice to develop and demonstrate an enhanced capacity for effective leadership

**Knowledge and Ability to Act as a Responsible Citizen, including:**

- Demonstrating informed participation in civic discourse and decision-making at local and global levels
- Participating in organizational or civic systems of governance
- Recognizing the unfair, unjust, or uncivil behaviors of individuals or groups and the duty to challenge them appropriately
- Participating in service or volunteer activities
- Understanding the economic, political, and ecological implications of private decisions and public policies
- Understanding and enacting practices to promote personal and public health
- Managing time effectively in order to accomplish goals

**Knowledge and Ability to Act as an Ethical Participant in the Global Community, including:**

- Demonstrating the ability to generate informed opinions on global issues
- Appreciating the interconnectedness of society, culture, and individual identity
- Knowing and understanding the impact of world religions and cultures
- Engaging with other perspectives and cultures with reason and respect
- Participating in diverse cultural activities
- Articulating the advantages and challenges of a cosmopolitan society