

Vision in Action-*The Sequel*

Cabinet Meeting
August 17, 2010



An aerial photograph of a university campus. The buildings are multi-story with red-tiled roofs and light-colored facades. There are green lawns, trees, and a central courtyard area. The text is overlaid on the top half of the image.

Vision in Action-*The Sequel* **Charge to the Steering Committee**

- Review the activities of the past 5 years
- Consider whether we have adhered to the strategic plan
- Evaluate the progress of the past 5 years
- Recommend future directions within the existing framework
- Evaluate the practices and results of the Strategic Initiative Fund



Today's Agenda

- Review the activities of the past 5 years Donovan
- Evaluate the practices and results of the Strategic Fund Donovan
- Recommended Template for the Strategic Plan Munson
- Academic Master Plan Update Erekson
- Future Directions Munson



Status Report Update

- Vision in Action Progress Report
 - Review of the Activities of the past five years
- Strategic Initiative Fund
 - Evaluation of the practices and results



Progress Report Vision in Action 2005-2010

Report Card

Please see Report Card handout in which the various goals are related to the five cardinal principals. This shows that while much has been completed, many projects are ongoing and much remains to be done.



Three Goals were highlighted in the initial Vision in Action Report

- Hold undergraduate enrollment at 7,200 through 2009-2010
- House two-thirds of undergraduates in University-owned housing
- Incrementally grow graduate programs over the next decade



Hold undergraduate enrollment at 7,200 through 2009-2010

Undergraduate enrollment (headcount) has increased from 7,171 in 2005/06 to 7,640 in 2009/10.

Along with this increase, however, have come improvements to the facilities and increases in the number of faculty. This has enabled TCU to keep its faculty-student ratio at a reasonable level (1:14.8 in 2005/06 to 1:14.3 in 2009/10).

While the increased number of students has put a strain on available residence hall rooms and academic classrooms, TCU has been prepared for this increase with the addition of a new academic building, several residence halls, and the refurbishment of other buildings.



House two-thirds of undergraduates in University-owned housing

In 2005/06, 45.9% of students were housed in university-owned housing. This percentage increases to 46.3% in 2009/10. However, the headcount in 2005/06 was 3,156 and that increases to 3,540 in 2009/10. There has clearly been an increase in the number of students housed on-campus over the past five years. In addition these numbers do not include Grand Marc, nor do they reflect the fact that we have had a hall off line for several years.



Incrementally grow graduate programs over the next decade

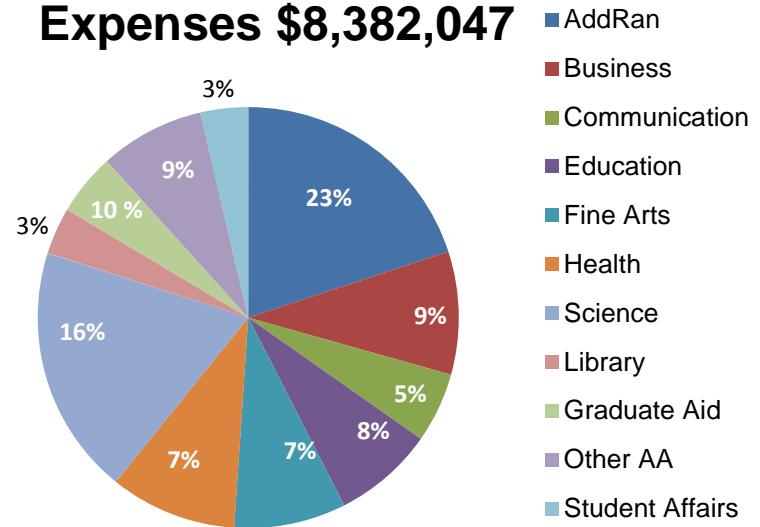
An erratic response – growth in some areas (especially Harris College) and decline in others (Business)
New Programs in Nursing, Music, Mathematics are in their infancy.



Strategic Fund Final Results

	Total Dollars	Percent
AddRan	\$ 1,669,862	23%
Business	\$ 791,706	9%
Communication	\$ 449,558	5%
Education	\$ 649,948	8%
Fine Arts	\$ 718,921	7%
Health	\$ 816,985	7%
Science	\$ 1,605,966	16%
Library	\$ 300,694	3%
Graduate Aid	\$ 398,044	10%
Other AA	\$ 673,632	9%
Student Affairs	\$ 306,732	3%
	\$ 8,382,047	

Expenses \$8,382,047

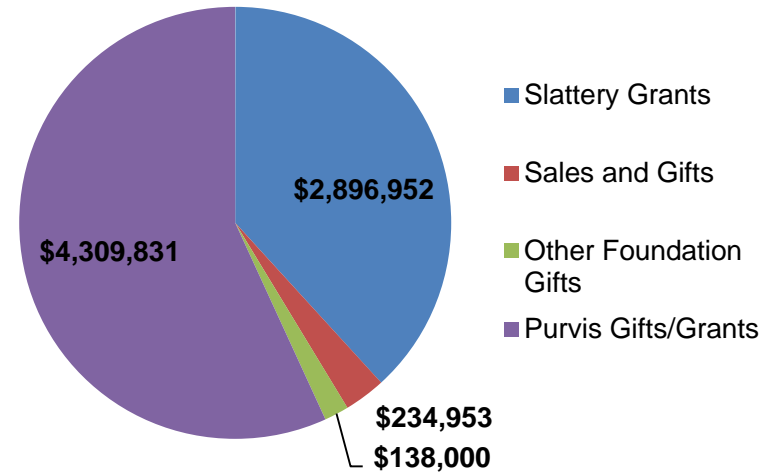




Strategic Fund Current Results

Revenue \$7,579,736

	Total Dollars	Percent
Slattery Grants	\$ 2,896,952	38%
Sales and Gifts	\$ 234,953	3%
Other Foundation Gifts	\$ 138,000	2%
Purvis Gifts/Grants	\$ 4,309,831	57%
	\$ 7,579,736	



Recommended Template

Mission

Vision

Core Values

Promise

Strategic Priorities

5 Cardinal Principles

Potential Strategic Priorities

- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

Outcomes

Assessment

University Assessment

SACS QEP

- Centrality
- Quality
- Viability



Mission



Vision



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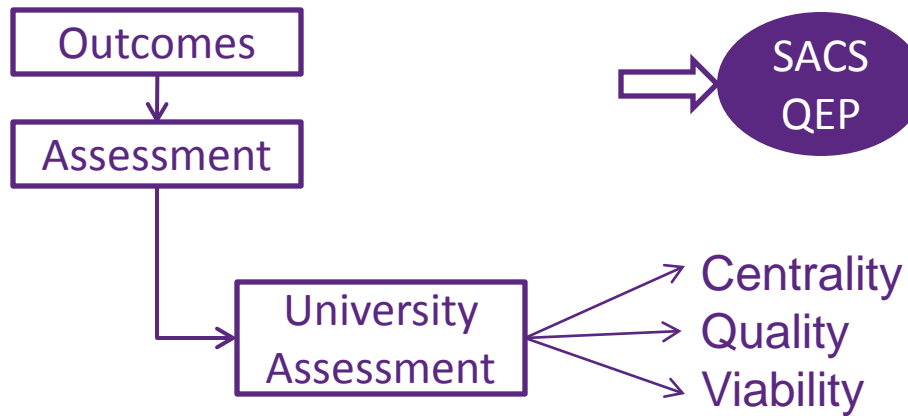
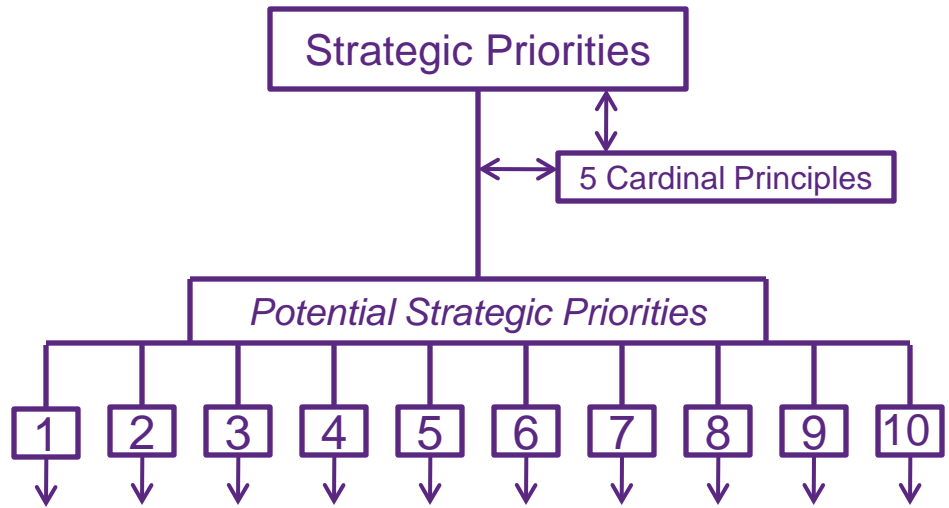
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TCU

OUR MISSION

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



OUR VISION

To be a prominent private university recognized for our global perspective, our diverse and supportive learning community, our commitment to research and creative discovery, and our emphasis on leadership development

TCU

VIA

VISION

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

TCU

OUR VISION

To create a world-class, values-centered university experience for our students

TCU

OUR CORE VALUES

*TCU values academic achievement,
personal freedom and integrity, the
dignity and respect of the individual,
and a heritage of inclusiveness,
tolerance and service*

TCU

VIA

PROMISE

The TCU Promise is a multifaceted commitment that covers the expectations and responsibilities of all members of the TCU community. Students and parents expect TCU to commit to providing (i) interesting and useful curricula, taught by ethical engaging-and engaged-faculty, (ii) a safe environment, and (iii) an invigorating social milieu. Similarly faculty expects incoming and continuing students to commit to being intellectually curious, to have high ethical and moral standards, to be active learners, and to be willing to engage with the world around them. The faculty also has an expectation that the University will commit to providing an environment that sustains and encourages creative activity and scholarship.

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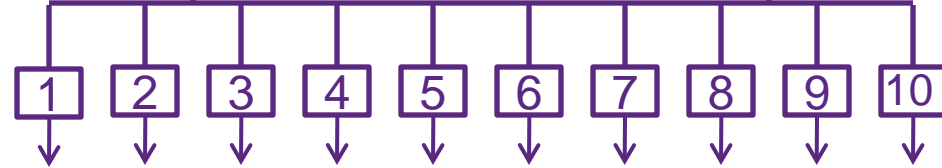


Strategic Priorities



5 Cardinal Principles

Potential Strategic Priorities



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Strategic Agenda to implement the TCU Promise: 2005

- Become ranked near the top of Tier II National Universities
- Have a strong residential presence in and around its campus
- Seek modest increases in the number / types of quality graduate programs
- Work to increase its national visibility



Strategic Priorities: To implement the TCU Promise 2010

1. Active and Dynamic residential experience integrating academic and student life
2. Growth of graduate education in targeted areas
3. Rigorous and challenging academic experience emphasizing innovative and active learning
4. Close collaboration between academics and student life
5. Broader and deeper engagement with the North Texas region
6. Recruitment and retainment of outstanding students, faculty and staff
7. Foster an environment that emphasizes quality personal interaction
8. Global brand equity
9. Financial stewardship
10. Embrace teacher / scholar model incorporating creative activity



Strategic Goals (Cardinal Principles) – TCU will:

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

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Academic Affairs Strategic Priorities

- TCU will support a culture based on the teacher/scholar model, with an expectation of excellence in (i) teaching and learning and (ii) creativity and research.
- TCU will recruit and retain undergraduate and graduate students with an increasingly selective academic profile, and commit to enrollment targets and planned growth that assure high quality educational experiences.
- TCU will support a culture of high expectations for active student engagement, integrating academic and student life. Students will be actively involved in the discovery process with opportunities for a variety of learning experiences and for personal and professional development.



Academic Affairs Strategic Priorities

- TCU will prepare students to embrace multicultural awareness and differences in identity and life experiences so that they may lead effectively in a global society.
- TCU will enhance and maintain a strong graduate presence with planned growth in targeted graduate areas at the Doctoral and Masters levels.
- TCU will support nationally recognized research and creative activity that enhances the scholarly reputation of the faculty and the University.
- TCU will align University budget planning, campus master facilities planning, and development activities with the academic master plan.



Academic Master Plan



Future Directions

- Committee meeting- August 31
 - Review of all strategic plans with elements categorized under the 5 cardinal principles
- Town Hall Meetings BLUU
 - September 13 12:30-2:30
 - September 14 11-1
 - 30 minute introduction by the Provost
 - 5 breakout sessions to discuss each principle combined with the elements from the 8/31 meeting
 - Interact, gain clarity, clarify



Future Directions

- Update with the Cabinet 9/28
- Final Draft to the Cabinet 10/1-15
- Administrative Council 10/18
- Board of Trustees 11/12

- Inclusion of information from the Alumni and Graduating Senior Survey and NSSE/FESSE

TCU

Questions/Observations



Strategic Themes:

- Emphasize quality over quantity in undergraduate enrollment
- Recapture TCU's residential heritage
- Develop academic programs of distinction
- Improve undergraduate retention and graduation rates
- Prepare graduates for the global village and the world of work
- Develop centers / institutes as magnets for recognition, for curricular innovation / integration, and for interdisciplinary research and creative activity
- Accomplish faculty reshoring (adding both faculty and the required operational infrastructure) develop an faculty model (size and mix) for the future
- Develop standards and new operating models for specific types of graduate programs
- Enhance the support infrastructure for research and creative activity
- Elevate the philanthropic plane
 - Link resource acquisition and allocation with directed investment in strategic priorities



Framework / Objectives:

- To build on the groundbreaking work of *The Commission of the Future of TCU*
- To more closely align strategic planning with budgeting cycles
- To identify short-range institutional priorities
- To fine tune the case for the fund-raising campaign
- To develop a long-range institutional worldview
- To create an active, ongoing university-wide planning process



Institutional Activities / Functional Outcomes:

- Academic distinction
- Student selectivity
- Retention / graduation rates
- Quality of the undergraduate student experience
- Sponsored Research / Creative Activity
- Quality of the graduate student experience
- Implementation of new graduate strategies
- Quality of doctoral programs
- Philanthropic results
 - Financial strength of TCU

Charge to the VIA Steering Committee December 2003

- Build upon the *Commission on the Future of TCU*
- Align strategic planning with the budget 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