

Trustee Executive meeting
September 10th 2010

VISION IN ACTION THE SEQUEL



Vision in Action-*The Sequel*

Charge to the Steering Committee

Review & evaluate the progress of the past 5 years

Evaluate the practices and results of the Strategic Initiative Fund

Recommend future directions within the existing framework of the cardinal principles

VIA - The Past Five Years

TCU's Mission

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

Chancellor Victor L. Beeding, Jr., launched the Vision in Action (or VIA) strategic planning effort in 2005. Through this participatory planning process, co-chaired by Provost R. Howard Donawick and Dr. Lisa Mansan, associate vice chancellor for academic support, some 800 faculty, staff, trustees, alumni and students shared a vision for the University's future.

Chancellor's Objectives

Chancellor Beeding's objectives for the Vision in Action process were:

- To build upon the work of the Commission on the Future of TCU, an earlier planning study
- To more closely align strategic planning with budgeting cycles
- To identify short-range institutional priorities
- To fine-tune the case for a fund-raising campaign
- To develop a longer-range institutional world view
- To create an ongoing university-wide planning process



Steps in Planning

As part of the planning process, the University:

- Examined progress in realizing the recommendations of the Commission on the Future of TCU
- Looked into the overall higher education environment and the challenges expected in the coming years
- Considered the University's strengths and other resources
- Developed strategies for specific issues that are sure to impact TCU's future, from academic programs to technology infrastructure
- Developed a more transparent conversational mode of communication across the campus
- Updated the master plan for the physical campus
- Defined what the "TCU Promise" should be
- Developed individual plans for each school and college
- Completed a final plan of action

Strategic Decisions

- TCU will hold undergraduate enrollment at 2,000 through 2009-2010 while increasing the academic profile of students and developing the highest standards of dynamic and rich interaction between faculty and students.
- Over the next decade, TCU will house two-thirds (2,000) of undergraduates (2,200) in University-owned or University-subsidized housing to establish a residential environment that will enrich the student experience and reflect a commitment to TCU's residential heritage.
- 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.
- TCU will dedicate a percentage of tuition revenue for investment through the Strategic Initiatives Fund Program. Nearly 10 new initiatives are presently being implemented or are under review for funding.



The VIA Strategic Vision

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

Outlined Objectives

There are three certified goals derived from this vision that will enhance TCU's academic profile. The following is a list of possible objectives that support these goals. After further assessment, their realization will depend on availability of resources.



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

- Expand the number of Chancellor's Scholars to improve TCU's academic profile
- Increase the number of Community Scholars to increase diversity at TCU
- Increase other scholarship support for undergraduates, both in number and amount
- Increase other scholarship support for graduate students, both in number and amount
- Through the "Successful Graduate" initiative, increase freshman-to-sophomore retention from 85 to 88 percent, increase the five-year graduation rate from 65 to 70 percent and improve retention among targeted populations
- Selectively add new faculty to bolster and improve existing programs, moving to a student-faculty ratio of 1:21 from the current 14:21
- Reduce TCU's dependency on part-time and visiting faculty
- Strategically add endowed chairs and professorships



2. Develop a vibrant learning community characterized by distinctive generalist, co-curricular and residential programs

- Successfully implement the new TCU Core Curriculum
- Create and further develop a small number of interdisciplinary centers and institutes, such as the new Institute for Environmental Studies, a collaboration of the College of Science and Engineering, Addison College and the School of Education
- Further integrate curricular and co-curricular programs, such as a leadership initiative that will combine the current co-curricular Leadership Center, a leadership minor in psychology and activities initiated by the holder of the new Henderson Chair of University Leadership in the M.J. Nealey School of Business
- Continue and amplify the existing commitment to undergraduate research and creative activity, and develop a capstone project in research or creative activity for undergraduates
- Nurture opportunities for professional growth for faculty and staff
- Enhance the TCU Honors Program
- Develop the Nealey Fellows Program, a business school honors offering
- Add a doctorate in mass communication
- Add an MS degree in engineering management
- Recreate the MEd degree in dance
- Create a graduate certificate program in Geographical Information Systems



3. Recruit and retain students, faculty and staff who can achieve their full potential at TCU

- Develop an Applied Health & Fitness Center and a Radiation & Research Foundation
- Develop a Summer Business Institute, an Supplemental Fund, a Dean's Innovation Fund designed to provide seed money for new projects, and endow teaching and student awards on the Nealey School
- In the Institute for Environmental Studies, develop a relationship with the National Research Institute of Texas, create an environmental scholarship program and facilitate environmental research
- Create or enhance endowments for the University Art Gallery, the choreographer-in-residence program, theatre performance series and the Center for Latin American Music



3. Sustain an environment in which rich personal experiences is enhanced by world-class facilities and appropriate technology

- Complete the reworking of academic and teaching facilities begun in 2000
- Add an Education Complex, including a complete renovation of the Bailey Building and construction of an education arena
- Create a University Commons, including a new University Center, new student housing providing more beds, and a renovation of the current Bowen-Caplan Student Center for academic and student-life programs
- Renovate the Bullitt Building
- Create a pedestrian-friendly campus
- Ensure that TCU's labs and classrooms remain technology rich, including upgrades to guarantee that appropriate technology is available to students for learning and to faculty for teaching, research and creative activity
- Provide funds for library expansion and renovation planning, as well as endowments for electronic resources and library excellence
- Provide funds for digitization of historic TCU photographs and theses and dissertations, as well as creation of a database of 19th century literature



Progress Report Vision in Action 2005-2010

University activities are coordinated by reference to five cardinal principles

The effectiveness of university activities is measured as to how far they honor the intent of the University Promise

While much has been achieved during the past five years, many projects are ongoing and much remains to be done.

Three Goals were highlighted in the initial Vision in Action Report

1. Hold undergraduate enrollment at 7,200 through 2009-2010

Undergraduate enrollment (headcount) has increased from 7,171 in 2005/06 to 7,853 in 20010/11.

However, in the same period facilities have improved. In addition, 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 1:14.3 in 2009/10).

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

2. House two-thirds of undergraduates in University-owned housing

In 2005/06, 46% of students were housed in university-owned housing. This percentage increased to 50% in 2010/11. Note that the headcount in 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 target has yet to be met. The new facilities Master plan includes provisions for developing new accommodation strategies

3. Incrementally grow graduate programs over the next decade

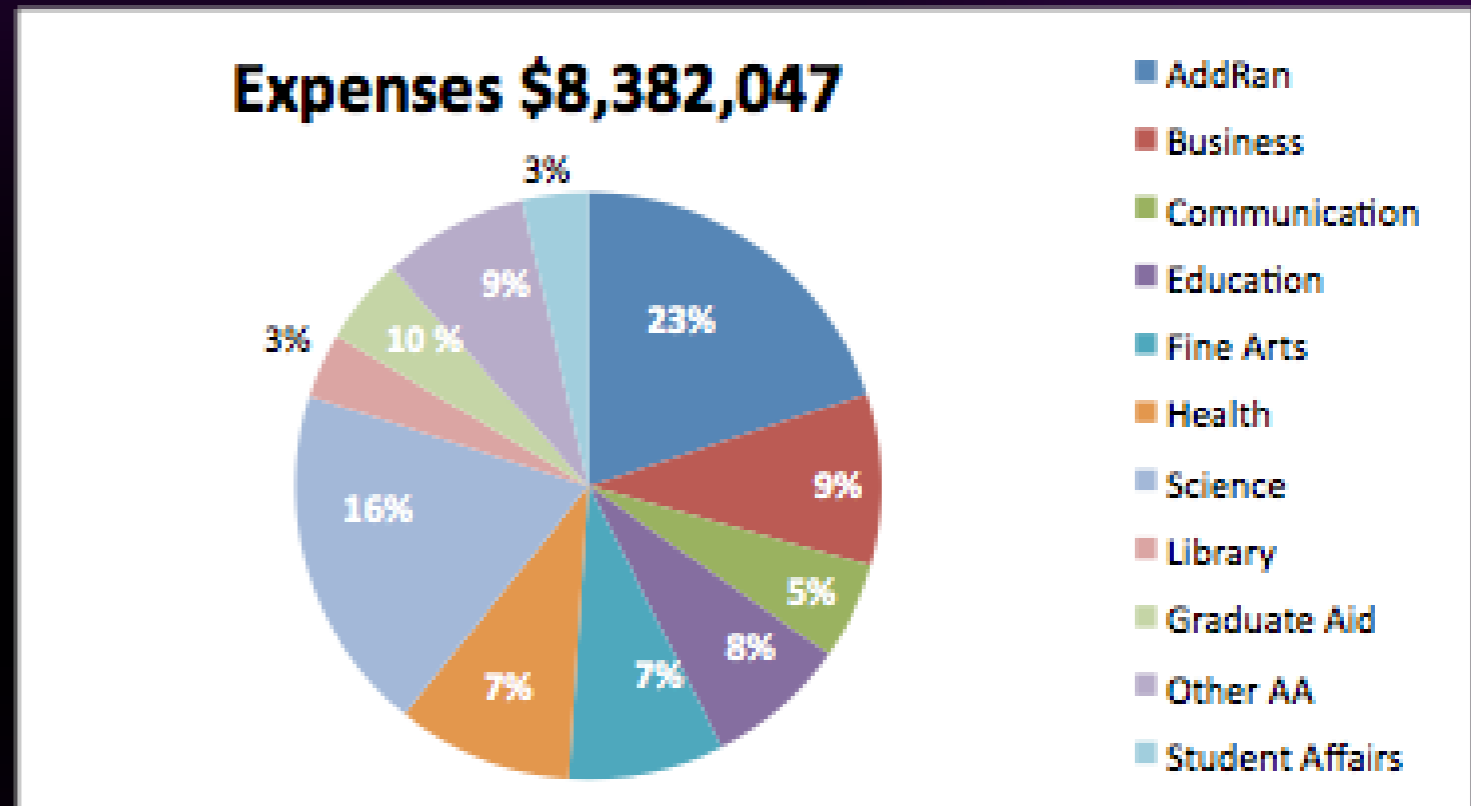
An uneven response – growth in some areas (especially Harris College) and maintenance of the status quo in others. Very much controlled by external factors.

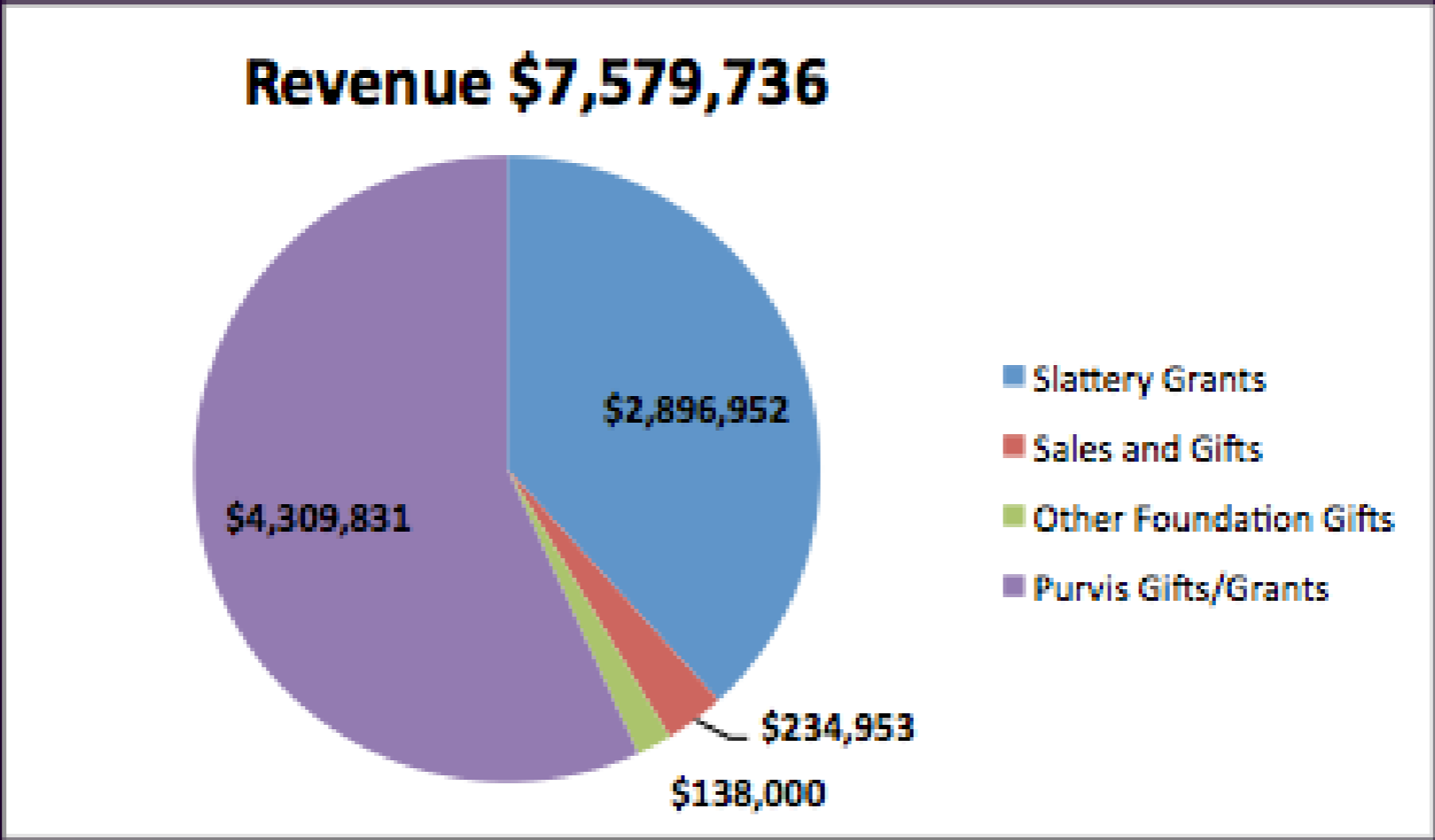
New Graduate Doctoral programs in Nursing, Music, Mathematics and Science Education are in their infancy.

The percentage of graduate students enrolled in 2010/11 is up 6.3% from the previous year and stands at 1289.

The Strategic Initiative Fund

	Total Dollars	Percent
AddRan	\$1,669,862	20%
Business	\$791,706	9%
Communication	\$449,558	5%
Education	\$649,948	8%
Fine Arts	\$718,921	9%
Health	\$816,985	10%
Science	\$1,605,966	19%
Library	\$300,694	4%
Graduate Aid	\$398,044	5%
Other AA	\$673,632	8%
Student Affairs	\$306,732	4%
	\$8,382,047	





	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	

TO DATE

VIA the SEQUEL

Progress thus far

All Colleges have completed their Academic plans
and refined their Advancement goals

Refinement of the University Vision and Values and
goals is nearing completion

Town Hall meetings to obtain feedback and ideas
have been scheduled for 13 and 14 September
& YOU have been invited

VIA the SEQUEL

Following completion of the Charge the results will be presented to the Board of Trustees at their November meeting

VIA the SEQUEL

Essential steps for the next few years

1. Align the Academic Master Plan that is embedded in **VIA the Sequel** with the Facilities Master Plan
2. Align budget priorities to the priorities emerging from **VIA the Sequel**
3. Align Advancement priorities with the priorities emerging from **VIA the Sequel**
4. Continue to ensure that TCU is in balance with respect to its academic mission, its residential responsibilities and its athletic programs

External
Environmen

- Philanthropy
- Endowment & Stewardship
- Admissions

t
Title Nine
 Athletics

*Health
& Safety*

Student Debt
Student

Academic Life
 Residence
 Faculty

← *OUR EDGE* →

*shifts
in
interest*

Programs
 Liberal Arts & Sciences
 Fine Arts
 Professional

*changes
in
balance*

*Tenure
Professional
practice
Adjunct*