

# TCU School/College Strategic Planning Charge

## Preface

As TCU continues the process of defining its preferred future, we come to the critical point in Vision in Action (VIA), where the colleges and schools must articulate their visions and strategic priorities in the context of a beginning institutional Strategic Agenda. Such a framework is essential to increase collaboration, enhance synergy, and maximize the effective deployment of resources across the University.

College/school planning is the 3<sup>rd</sup> of 4 stages in the adoption of continuous planning:

- Planning Foundations
- University-wide Strategic Agenda
- Unit Strategic Plans
- Continuous Planning/Accountability for Strategy

Accompanying this document is a synthesis of the papers produced by the 6 Strategy Groups during the previous phase of VIA. This synthesis provides guidance for accomplishing college and school strategic planning. The central element of the synthesis is the TCU Promise—that unique combination of experiences that create the University’s undergraduate franchise. Providing the opportunities required to deliver that Promise is critical to continued success.

The college/school plans will give substance and texture to the TCU Strategic Agenda, identify strategic investment priorities for the University resource allocation processes including those related to establishing capital campaign priorities, feed material issues and opportunities to the campus master planning and information technology planning processes, and build the rationale for allocating resources.

## Beginning Strategic Agenda

From the consultative and analytical work of the Strategy Groups, the environmental scan, the economic review, and the VIA conferences, a beginning Strategic Agenda for TCU has been distilled:

- Reduce overall undergraduate enrollments at least until infrastructure, critical support services, and University “promises” can be met
- Expand graduate and professional enrollments
- Build the TCU Promise as a fundamental premise for creating undergraduate distinction
- Strengthen TCU’s image through curricular distinctiveness and faculty achievements; develop curricular distinctiveness through interdisciplinary collaboration and a centers and institutes strategy
- Enhance engagement with the community—be of Fort Worth, not simply in Fort Worth
- Achieve greater leverage and return on investment through internal and external collaborations and partnerships

As you use this framework to think strategically about your college/school, there are several crosscutting themes that should be addressed in your planning: globalism, campus diversity, learning communities, and experiential learning.

## **Assumptions**

Use the following assumptions in developing your plan:

### Positioning

- TCU will remain a national doctoral intensive university in the Carnegie Classification
- TCU will develop undergraduate programs that provide distinction and distinctiveness in the marketplace
- TCU will retain its status as a Division 1 athletic program of high integrity, building competitive programs in Division 1-A football and other sports
- Texas and the Fort Worth will remain the most critical market for students at TCU and therefore the long-range demographics and characteristics of the area are critical

### Undergraduate Education

- Undergraduate enrollment will be stable.
- Enrollment growth will be revisited once the required increase in infrastructure/delivery capacity is available
- The majority of institutional financial aid resources will be targeted to attracting students in the upper half of the current 25<sup>th</sup> percentile to 75<sup>th</sup> percentile SAT admissions range or to increasing the geographic diversity of the student body
- Out-of-state and international undergraduate enrollment will reach 35% in 6 years
- Acceptance rate will decrease to 60% in 5 years, allowing the institution to target institutional financial aid resources
- 70% of students will be residential (living “on or near” campus) in 10 years
- Freshman-to-sophomore retention will be approaching 90% in 5 years
- Average 6-year graduation rate will be 75% in 6 years

### Graduate/Professional Education

- Graduate and professional enrollments will grow to a maximum of 2,500 by 2014-15
- Graduate and professional enrollment targets presume no new colleges or schools
- All graduate and professional programs will meet national standards
- Professional graduate programs will respond to regional needs

## **Charge**

In the context of the institutional priorities presented in the TCU Strategic Agenda, use the following template to prepare a strategic plan for your college/school that covers undergraduate education, graduate education, research/creative activity, and other academic initiatives:

- Vision/description of desired destination for your college/school
- Discussion of enrollment trends (to understand recent/current demand) and thoughts on future demand (up, down, or flat)
- Assumptions about college/school size/enrollment over next 5 years
- Discussion of competitors and their known strategic moves and TCU’s competitive advantages
- Current and planned program development/new program opportunities
- College’s/school’s teaching and learning and scholarship model(s) (including delivery strategies and impact of implementing new core, faculty demographics and full-time/adjunct mix, delivery capacity/infrastructure issues, etc.)
- Revenue issues (pricing, undergraduate financial aid, graduate stipends, indirect costs)

- Recommendations/priorities with high-level analysis of capital and operating resource implications (both revenue and expense)

NOTE: Since it is possible that your deliberations might identify potential institutional priorities that do not appear as part of the beginning Strategic Agenda, propose and present the case for additions to/modifications of that institutional agenda.

## Deliverables

To make the concentrated planning most productive, a set of incremental deliverables has been established, as follows:

Deliverable	Deadline
1. Plan for Engagement—your gameplan (consultative methods) for securing appropriate faculty and staff input/participation	OCT 4
2. Vision/Desired Destination Statement	OCT 25
3. Draft Plan	NOV 30
4. Resource Implications Analysis	DEC 13
5. Final Plan	DEC 31

## Support Resources for Deans

Provost's Office

Budget Office

Office of Institutional Research

Kaludis Consulting