

## TCU's Mission

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

Chancellor Victor J. Boschini, Jr., launched the *Vision in Action* (or VIA) strategic planning effort in 2003. Through this participatory planning process, co-chaired by Provost R. Nowell Donovan and Dr. Leo Munson, associate vice chancellor for academic support, some 800 faculty, staff, Trustees, alumni and students charted a vision for the University's future.

### Chancellor's Objectives

Chancellor Boschini'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 economic 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 7,200 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 (4,800) of undergraduates (7,200) in University-owned or University-authorized housing to establish a residential environment that will enrich the student experience and reflect a recommitment 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 Initiative Fund Program. Nearly 50 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 **five cardinal 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.

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### 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 Graduation" initiative, increase freshman-to-sophomore retention from 83 to 88 percent, increase the five-year graduation rate from 67 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 13:1 from the current 14.7:1
- Reduce TCU's dependency on part-time and visiting faculty
- Strategically add endowed chairs and professorships



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### 2. Design a vibrant learning community characterized by distinctive curricular, 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, AddRan College and the School of Education
- Further integrate curricular and co-curricular programs, such as a leadership initiative that will comprise 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. Neeley School of Business
- Sustain 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 Neeley Fellows Program, a business school honors offering
- Add a doctorate of mass communication
- Add an MS degree in engineering management
- Restore the MFA degree in dance
- Create a graduate certificate program in Geographical Information Systems



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### 3. Sustain an environment in which rich personal interaction is enhanced by outstanding facilities and appropriate technology

- Complete the reshoring 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 annex
- Create a University Commons, including a new University Union, new student housing providing more beds, and a renovation of the current Brown-Lupton Student Center for academic and student-life programs
- Renovate the Ballet 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 18th century literature



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**4. Accelerate our connection with the greater community: Fort Worth, Texas, the nation and the world**

- Continue to offer professional programs that benefit North Texas, such as the Nurse Anesthesia Program
- After careful feasibility assessments, offer selected new programs of direct value to the community in such areas as education, child development and business management
- Create outreach programs in health care
- Provide programs that link wise business practices with education and environmental management, such as the Educational Leadership MBA
- Continue outreach to North Texas teachers through the Mathematics, Science & Technology Institute and add both M.Ed. and Ph.D. degrees in science education
- Further reach out to children in the greater community through Starpoint and KinderFrogs schools, the Miller Speech and Hearing Clinic, the Center for Child Development and the Monnig Meteorite Gallery
- Create endowments for the Center for Texas Studies and the Center for Civic Literacy
- Establish "Real World," a student-run advertising/public relations firm in the Schieffer School of Journalism that will provide pro bono service for local nonprofit agencies
- Create the Texas Center for Community Journalism in the Schieffer School to help elevate the quality of small-town newspapers
- Offer speakers' programs of distinction that will benefit the Fort Worth community
- Sustain TCU's commitment to providing students with a global education experience
- Provide scholarships to permit TCU students with financial need to participate in international programs
- Responding to changing demographics, develop a bilingual ESL and reading program

- Build a concert hall to fill cultural needs of the region
- Sustain an athletic program that promotes both athletic excellence and academic achievement



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**5. Couple wise financial stewardship with a well-planned entrepreneurial approach to academic opportunities**

- Develop more transparent, data-driven funding processes
- Support innovation through the five-year Strategic Initiatives Program funded by the Board of Trustees
- Develop a Committee of Quality Enhancement, reporting to the Office of the Provost, to facilitate program review
- Use external consultants to help in feasibility studies for new programs

**The TCU Promise**

**A result of the VIA project has been the development of the concept of the "TCU Promise." As an example, the Promise to undergraduates offers a personalized educational experience that includes:**

- A low student/faculty ratio with small class size
- Easy access to faculty
- High-quality advising
- Innovative learning experiences sustained throughout the undergraduate years
- The opportunity to conduct research and engage in creative activity
- A stimulating and safe residential environment
- A high-value degree



**In turn, the University expects students to:**

- Be intellectually curious
- Be active learners
- Have high ethical and moral standards
- Be engaged with the world around them

**The Campus Master Plan**

An architectural and planning firm has been hired to review and update the campus master plan that was commissioned in 1993 and updated in 1999. The new plan outlines possible development in three stages: projects to be completed in five years, 10 years and as many as 20 years, depending on available resources.

**A Comprehensive Fund-raising Campaign**

*Vision in Action* has outlined an impressive and challenging agenda. Realization of this agenda will require resources far beyond those currently available. To that end, TCU is planning a comprehensive fund-raising campaign in order to secure its preferred future.

**Ongoing Planning**

The *Vision in Action* project is predicated on the concept of continued planning and evaluation. There will be an ongoing and careful assessment of TCU's progress in its climb to greater distinction and increased service to the community, region, nation and world.



**TCU**

TEXAS CHRISTIAN UNIVERSITY

[www.via.tcu.edu](http://www.via.tcu.edu)

**Vision in Action**

Defining **TCU**

for the Next Decade

and Beyond

**TCU**