

AddRan College of Liberal Arts
VISION IN ACTION: LEAD ON
STRATEGIC PLAN



Office of the Dean of AddRan College of Liberal Arts

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We Are **AddRan**

Mission

To advance life-long learning and discovery in the humanities and social sciences and to develop critical thinking, analytical and communication skills that prepare students for successful careers in our global society.

Vision

To become a liberal arts college nationally recognized for innovative learning and critical inquiry that enhances our environment, improves the human condition and develops ethical leaders.

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

Strategic Planning **OVERVIEW**

History

The first strategic plan was prepared as part of a 26-month process which began in 2003 and resulted in the TCU Vision in Action agenda. Central to the Vision in Action agenda were five cardinal principles:

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

The first plan, covering the period 2005-2010 was prepared by Dean Mary Volcansek who served in that position from 2000 to 2007. In 2005, when the first strategic plan was prepared the college was named the AddRan College of Humanities and Social Sciences and comprised of the following departments:

| | |
|---|----------------------------------|
| Aerospace Studies (AFROTC) | Modern Languages and Literatures |
| Design, Merchandising, and Textiles | Philosophy |
| Economics | Political Science |
| English | History and Geography |
| Sociology, Criminal Justice, and Anthropology | Religion |
| Military Science (Army ROTC) | Spanish |

Dr. F. Andrew Schoolmaster was hired as Dean in July of 2007. Since then the college has been renamed the AddRan College of Liberal Arts (2008), one department left the college (prior to 2007), two were divided into separate departments, and two departments were renamed. Presently, AddRan College is configured as follows:

| | |
|------------------------------|------------------------------|
| Aerospace Studies (AFROTC) | Modern Language Studies |
| Criminal Justice | Philosophy |
| Economics | Political Science |
| English | Religion |
| Geography | Sociology and Anthropology |
| History | Spanish and Hispanic Studies |
| Military Science (Army ROTC) | |

In December 2009, Chancellor Victor Boschini initiated a review of the 2005-2010 TCU Vision in Action agenda which resulted in Vision in Action: The Academy of Tomorrow, the second iteration of strategic planning. In addition to the review, all academic units were requested to prepare a new five-year strategic plan to cover the period 2011-2016. This second iteration of strategic planning for AddRan College built upon the annual review process and continued with the general framework using the five cardinal principles which guided the 2005-2010 Vision in Action agenda.

In preparing the AddRan College Office of the Dean strategic plan, small focus group luncheons were held to solicit ideas and input from the faculty. Each department prepared a 2011-2016 strategic plan using a template provided by Dean Schoolmaster. Collectively, the departmental documents and Office of the Dean plan constituted the 2011-2016 AddRan College of Liberal Arts Strategic Plan. These strategic plans were reviewed annually and updated as needed as part of the college level budget request process.

Vision in Action: Lead On

In spring of 2017, Chancellor Victor Boschini and the TCU Board of Trustees initiated the third iteration of TCU strategic planning, Vision in Action: Lead On. This iteration dropped the focus on the five cardinal principles in favor of four goals:

Goal One

Strengthen Academic Profile and Reputation

Goal Two

Strengthen Endowment

Goal Three

Strengthen TCU Experience and Campus Culture

Goal Four

Strengthen Workforce (Both Employees and Graduates)

During the fall 2017 semester a white paper was prepared by a working group of AddRan College department chairs to summarize how the four goals were being addressed across the college. What follows is an updated version of the White Paper 2023, and a list of strategic initiatives which will constitute the AddRan College Vision in Action: Lead On strategic plan. This plan will be implemented in the fall semester of 2019.



Vision in Action: Lead On

WHITE PAPER 2023

Introduction

Named for TCU's founders, Addison and Randolph Clark, the AddRan College of Liberal Arts is home to the core academic disciplines of the humanities and social sciences. The College includes approximately 155 full-time faculty members, 11 departments (Criminal Justice, Economics, English, Geography, History, Modern Language Studies, Philosophy, Political Science, Religion, Sociology & Anthropology, and Spanish and Hispanic Studies), and two units of Reserve Officers' Training Corps (Army and Air Force). AddRan College departments offer 15 Bachelor of Arts and 6 Bachelor of Science degrees, a Bachelor of General Studies, an online master's degree in Criminal Justice, a Master of Liberal Arts degree, and master's and Ph.D. degree in History, English, and Rhetoric and Composition.

What follows are brief statements on some of the programs, activities, and principles that AddRan College students, staff and faculty embrace as part of the four goals Vision in Action: Lead On strategic planning process.

VISION IN ACTION: LEAD ON *Goal One*

Strengthen Academic Profile and Reputation

AddRan College measures its academic strength by the quality of its academic programs, faculty research and creative activity, and the success students derived from our collective belief in, and practice of, the Teacher-Scholar model. In the past three years, AddRan faculty comprised of approximately 155 full-time members have published 43 books, 259 refereed articles, and 119 book chapters. We bring this scholarly expertise into the classroom where our courses provide an intellectual foundation for TCU students in all areas of study. AddRan College combines an intellectual foundation for TCU students in all areas of study. AddRan College combines an emphasis on the liberal arts traditions of learning with continuing innovations in pedagogical techniques and relevant content. Each semester our faculty teach approximately 30 percent of all undergraduate semester credit hours. In fall 2018 for example, AddRan faculty taught more than three other colleges combined. About 1,350 undergraduate students major in the liberal arts degree programs.

Recently, new interdisciplinary minors in digital culture and data analytics, and human-animal relationships have been developed to offer our students exciting new options to add value to their major. AddRan College is also the home of the Center for Texas Studies, Center for Digital Expression, Center for Urban Studies, and the newly created Center for Languages and Cultures. Collectively these centers offer valuable learning and research experiences for students and meaningful outreach to community partners. In the last six years, AddRan students demonstrated their excellence by earning one Rhodes Scholarship and 16 Fulbright Scholarships. AddRan faculty have also been successful in securing funding from federal agencies such as the Natural Science Foundation and the Department of Justice. We believe that the best way to build upon this success and improve the TCU academic profile and reputation is to reaffirm the Teacher-Scholar Model and increase investments in the liberal arts.

VISION IN ACTION: LEAD ON *Goal Two*

Strengthen Endowment

By increasing endowed programs and the number of endowed chairs and professors AddRan College seeks to sustain and enhance the TCU Endowment assets while elevating our academic profile and reputation. With the 2015 addition of the LCpl Benjamin W. Schmidt Professor of War, Conflict, and Society in 20th Century America, the college is now home to 13 endowed faculty positions with the potential for a 14th in Spanish and Hispanic Studies. Endowed chairs and professorships are marks of distinction that serve to attract high-quality scholars, teachers, and students who become campus mentors, role models and leaders. Dr. Vuic, for example, implements as well as plans the biannual Symposium on War, Conflict, and Society.

In addition, AddRan College has enhanced endowment assets dedicating more resources to Heritage Scholarships, graduate and undergraduate research, the Center for Digital Expression, Center for Urban Studies, and the Center for Texas Studies.

VISION IN ACTION: LEAD ON *Goal Three*

Strengthen TCU Experience and Campus Culture

AddRan College maintains a strong relationship to the Fort Worth community and beyond through public lectures and symposiums in which faculty, students, staff and area residents come together. Topics include the role of religion in public life through the Daryl Schmidt Lecture; what it means to be human via the Ron Moore Humanities Symposium; salient ethical issues featured in the Florsheim Lecture in Ethics; and, contemporary political issues brought forward by the Jim Wright Symposium. Literary endeavors are highlighted by the Live Oak Reading Series

and the Student Creative Writing Awards. The Center for Urban Studies regularly assists City of Fort Worth departments on a variety of projects ranging from the delivery of social services to analyzing data on recycling and homeless persons. The Preserving Our Past Community History Workshops hosted by the Center for Texas Studies in partnership with the Fort Worth Public Library encourage the public to take an active role in preserving its local and state history. Community members also enroll in the Master of Liberal Arts degree program. AddRan College welcomes the community to TCU through its Back-to-Class night, the Robert D. Alexander Lecture in the Liberal Arts, and the annual Distinguished Faculty Lecture Series. While many enter our campus through the athletics portal, others access TCU through AddRan College activities, special events, and degree programs.



VISION IN ACTION: LEAD ON

Goal Four

Strengthen Workforce (Both Employee and Graduates)

Diverse workforces and student bodies create successful, creative and profitable environments according to a wide array of recent research. AddRan College is a campus leader in its efforts to strengthen workforce diversity and transform the current racial and gender climate through academic programs, co-curricular programming, course offerings, hiring, and professional development. To attract and retain a diverse workforce we offer a wide body of coursework that challenges students to embrace the complexities and histories of gender, race and ethnicity, sexuality, and socioeconomic status, in America and across the globe. AddRan interdisciplinary minors that engage the study of diversity include Asian Studies and Middle Eastern Studies.

AddRan faculty have also played leading roles in establishing the annual Native American and Indigenous Peoples Day Symposium. AddRan faculty teach more than half of Women and Gender Studies classes (which studies gender as it intersects with race, ethnicity, and social class) and the college is a co-sponsor of the nationally recognized Race, Ethnicity, and Place Conference. AddRan faculty were also instrumental in creating the Comparative Race and Ethnic Studies (CRES) and African American & Africana Studies (AAAS) which have subsequently moved to the newly formed School of Interdisciplinary Studies (Fall 2018).

Our college was one of the first to appoint a College Diversity Advocate and develop a best practices hiring manual. It was also one of the first colleges to publish a Diversity, Equity and Inclusion statement. AddRan has been on the forefront in pursuing target of excellence hires and has succeeded in diversifying the faculty and departmental administration aided by the Administrative Fellow program. Currently, 26 percent of minority faculty members at TCU work in AddRan College.

ADDRAN IN NUMBERS

**13 DEPARTMENTS
& PROGRAMS**

1,400 STUDENTS

18 MAJORS

**7 GRADUATE
PROGRAMS**

**7
LANGUAGES**

**162
FACULTY
MEMBERS**

addran.tcu.edu



Strategic **INITIATIVES**

GOAL ONE

Strengthen Academic Profile and Reputation

- 1.1 Improve marketing and communication efforts, including social media, the AddRan College website and promotional materials to better inform audiences about the high quality of research and creative activity and learning currently taking place within the college.
- 1.2 Improve infrastructure, policies, and incentives to better enable faculty research and creative activity and graduate education.
- 1.3 Reduce the use of adjunct faculty to improve lower division course coverage by full-time professors and better fulfill the TCU promise.
- 1.4 Continue to develop cross-disciplinary and interdisciplinary courses and programs including research clusters, institutes and centers.
- 1.5 Increase number of endowed professors and chairs which are usually the result of one-time gifts from major donors or bequests.
- 1.6 Cultivate better relations with alumni friends, business and industry, governmental and non-governmental organizations in North Texas and beyond to improve external financial support for people and programs and career outreach.
- 1.7 Increase number of full-time faculty to reduce use of adjuncts to teach courses in the TCU Core Curriculum.
- 1.8 Maintain a robust series of symposiums, public lectures, and programming to provide outreach across the campus and into the community.
- 1.9 Examine workload policies across the college.
- 1.10 Promote undergraduate research and faculty mentorship and expand participation in the AddRan Undergraduate Festival of Research and Creative Activity.
- 1.11 Improve coordination with the Office of Admission to assist with the recruitment of more liberal arts majors.
- 1.12 Implement Diversity, Equity and Inclusion (DEI) initiatives to build and sustain a more diverse and high achieving professoriate.

GOAL TWO

Strengthen Endowment

- 2.1 Improve marketing and communication efforts, including social media, the AddRan College website and promotional materials to better inform audiences about the high quality of research and creative activity and learning currently taking place within the college. Develop specific "stories" that connect research and teaching successes in the college.
- 2.2 Increase number of endowed professors and chairs which are usual the result of one-time gifts from major donors or bequests.
- 2.3 Cultivate better relations with alumni friends, business and industry, governmental and non-governmental organizations in North Texas and beyond to improve external financial support for people and programs and career outreach.
- 2.4 Maintain a robust series of symposiums, public lectures, and programming to provide outreach across the campus and into the community.
- 2.5 Work with corporations, foundations, Planned Giving, and Regional officers to ensure familiarity with AddRan College funding priorities.
- 2.6 Work to better educate donor base on financial benefits of life income and estate planning and cultivate participants for such programs.

Strategic **INITIATIVES**

GOAL THREE

Strengthen TCU Experience and Campus Culture

- 3.1 Reduce the use of adjunct faculty to improve lower division course coverage by full-time professors and better fulfill the TCU promise.
- 3.2 Promote and support high-impact experiential learning practices.
- 3.3 Continue to develop cross-disciplinary and interdisciplinary courses and programs including research clusters, institutes and centers.
- 3.4 Implement Diversity, Equity and Inclusion (DEI) initiatives to build and sustain a more diverse and high achieving professoriate.
- 3.5 Increase professional staff to better accomplish the TCU academic mission including communication and marketing, advising, career placement, information technology, and administrative support.
- 3.6 Increase number of full-time faculty to reduce use of adjuncts to teach courses in the TCU Core Curriculum.
- 3.7 Improve coordination with the Office of Admission to assist with the recruitment of more liberal arts majors.
- 3.8 Maintain a robust series of symposiums, public lectures, and programming to provide outreach across the campus and into the community.
- 3.9 Promote undergraduate research and faculty mentorship and expand participation in the AddRan Undergraduate Festival of Research and Creative Activity.
- 3.10 Work with corporations, foundations, Planned Giving, and Regional officers to ensure familiarity with AddRan College funding priorities.
- 3.11 Improve cooperation with Center for Career and Professional Development and increase career preparation and advising at the college and department levels to include LinkedIn and other professional networks.
- 3.12 Increase focus on student success through improving advising and working to hire professional advisors for AddRan College.
- 3.13 Work with other TCU colleges and office of the Provost and Vice Chancellor of Academic Affairs to create a centralized testing center staffed with trained professionals.
- 3.14 Continue to address critical office space needs through the conversion of team rooms in Reed and Scharbauer and planning for the re-purposing of Sadler Hall.

GOAL FOUR

Strengthen Workforce (Both Employee and Graduate)

- 4.1 Improve infrastructure, policies, and incentives to better enable faculty research and creative activity and graduate education.
- 4.2 Promote and support high-impact experiential learning practices.
- 4.3 Implement Diversity, Equity and Inclusion (DEI) initiatives to build and sustain a more diverse and high achieving student body, staff and professoriate.
- 4.4 Increase professional staff to better accomplish the TCU academic mission, including communication and marketing, advising, career placement, information technology, and administrative support.
- 4.5 Increase number of full-time faculty to reduce use of adjuncts to teach courses in the TCU Core Curriculum.
- 4.6 Examine workload policies across the college.
- 4.7 Improve cooperation with Center for Career and Professional Development and increase career preparation and advising at the college and department levels to include LinkedIn and other professional networks.

ANNUAL *Evaluation and Reporting*

The Vision in Action: Lead On strategic plan will be monitored on an annual basis as part of the Annual report that is submitted to the Office of the Provost each year. The Annual Report summarizes activities and accomplishments, personnel changes, provides statistical overviews of development activity and fundraising, semester credit hour generation, student majors in AddRan College departments, and degrees conferred. The report also provides information on external and internal research and creative activity funding, faculty publications and presentations, and adjunct utilization by department. The report concludes with brief statements on progress in meeting the four strategic planning goals through the activities and accomplishments in addressing the individual strategic initiatives and challenges that the college will face in the upcoming academic year.



Office of the Dean of AddRan College of Liberal Arts
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