



STRATEGIC PLAN

2024-2029



ADDRAN
COLLEGE OF LIBERAL ARTS

AddRan Strategic Plan: Step up and Stand Out



Expand
our
Reach



Lead the Way in
Social
Transformation



Thought
Leadership



Tell
our
Story

Build the Future you Want to Live in

2023-2024 ADDRAN STRATEGIC PLAN COMMITTEE	
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Mission

To foster a community of creative thinkers and global leaders for the public good.

Vision

To build future leaders through transformational learning experiences.

Values

Inquiry: We draw on the liberal arts traditions to explore with open minds. We reflect critically, question fearlessly, listen fairly, and speak with integrity.

Empathy: We listen to learn while supporting others' growth and security. We respect the experiences that shape others and seek understanding above judgment. We seek commonality with other humans and other living creatures.

Connected Culture: We build and sustain communities to advance together. We forge relationships that foster a spirit of belonging.

Innovation: We actively seek new ways of thinking to address questions, needs, and problems. We create new pathways to knowledge and social productivity and go boldly into unexamined territories by fostering change through thought leadership.

**Strategic
Pillar
#1**

Expand Our Reach

We will cultivate sustainable growth of liberal arts degrees.

**Strategic
Goals**

- Goal 1: Create a college-wide recruitment plan.
- Goal 2: Ensure that the intrinsic and instrumental value of the liberal arts is communicated and manifested in our classrooms.
- Goal 3: Make the intrinsic and instrumental value of the liberal arts clear to all undergraduate students through classroom instruction and communication outlets.
- Goal 4: Create college-wide student success initiatives and enhance existing initiatives that strengthen the student experience.
- Goal 5: Increase the number of nationally ranked programs.

***See Appendix A**

Strategic
Pillar
#2

Lead the Way in Social
Transformation

*We will secure AddRan's reputation in
community-engaged leadership, research,
and expertise.*

Strategic
Goals

Goal 6: Build a national reputation for
excellence in innovative pedagogy and
justice-oriented expertise.

Goal 7: Enhance community-based
leadership, activity, research,
scholarship, and grants.

Goal 8: Advance innovative recruitment,
retention, and engagement strategies
for all faculty, staff, and students.

***See Appendix B**

**Strategic
Pillar
#3**

Thought Leadership

We will become a nationally-recognized destination for research, creative activity and innovation in the liberal arts.

**Strategic
Goals**

Goal 9: Strengthen undergraduate research experiences.

Goal 10: Expand interdisciplinary research/teaching Clusters and seek external grant funding.

Goal 11: Increase faculty and graduate student research, scholarship, creative activity, and innovation.

Goal 12: Increase funding for research, scholarship, creative activity, and innovation. Enhance pre- and post-award supports.

***See Appendix C**

**Strategic
Pillar
#4**

Tell Our Story

We will celebrate, promote, and communicate the importance of the research, scholarship, creative work, and community outreach of our AddRan students and faculty.

**Strategic
Goals**

Goal 13: Enhance online/social media presence.

Goal 14: Connect college events to fundraising initiatives and efforts.

Goal 15: Create a database for all strategic plan pillars.

Goal 16: Promote career outcomes of our graduates.

***See Appendix D**

Appendix A

Expand our Reach

We will cultivate sustainable growth of liberal arts degrees.

Action Steps:

Goal 1

Create a college-wide recruitment plan

1. In consultation/partnership with department chairs/departmental curriculum committees, review degree plans to ensure timely progression through degree paths as needed.
2. Work with departments that have low enrolled majors to promote curricular and other change that attracts students.

Goal 2


Ensure that the intrinsic and instrumental value of the liberal arts is communicated and manifested in our classrooms.

3. Create an AddRan liberal arts skills framework, in line with the [Core Curriculum](#), to help faculty identify and stress liberal arts skills in the classroom (cf. [Indiana University Career Competencies Model](#)).
4. Connect courses/degree plans to experiential learning outcomes.
5. Reinforce the importance of languages (earning a BA degree in any AddRan discipline) and majoring in languages more generally. (For example, pursue the [Global Seal of Bilingualism](#).)
6. Enhance connections with AddRan Career Consultant (Center for Career & Professional Development).

Goal 3

Make the intrinsic and instrumental value of the liberal arts clear to all undergraduate students through classroom instruction and communication outlets.

7. Make evident how AddRan degrees connect to career paths/ job opportunities through experiential learning degree maps.
8. Work with admissions and career services to reach prospective students and educate them



with concrete data about the successes of liberal arts majors. Work with Admissions to actively promote FYE and pathways to prospective students and their families.

9. Develop liberal arts based accelerated feeder programs to various career pathways (e.g. business, law, medicine/health professions).
10. Develop a robust first-year experience (FYE) that guides students to explore personal and professional goals within liberal arts classes.
11. Create a concentration/emphasis/workshop series in the Applied Liberal Arts by creating microcredentials and certificates such as 1) Human-Centered AI Certificate (transcribed certificate) and 2) Google Career Certificate (microcredential).

Goal 4

Create college-wide student success initiatives and enhance existing initiatives that strengthen the student experience.

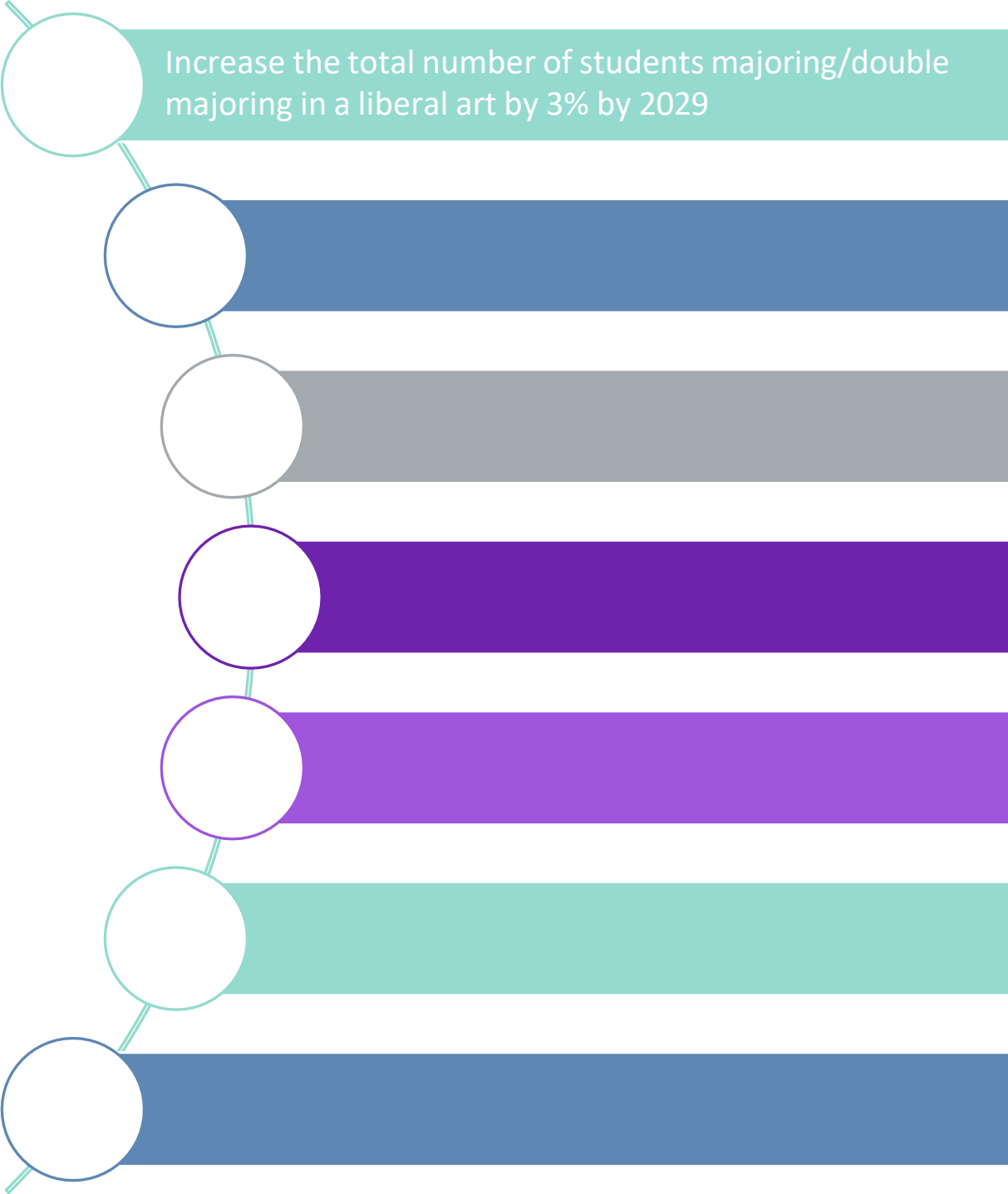
12. Expand community partners to provide experiential learning, internships, externships and service learning opportunities.
13. Expand internship opportunities across all majors.
14. Endow the Dean's Internship Program.
15. Include all internship partnerships on our AddRan website.
16. Create/Endow a Pre-Law Center.
17. Endow the AddRan Ambassadors Leadership Academy

Goal 5

Increase the number of nationally ranked programs.

18. Evaluate programmatic rankings by discipline.
19. Identify majors that have the potential to be highly ranked.

Benchmarks or Measures of Success



Appendix B

Lead the way in Social Transformation

We will secure AddRan's reputation in community-engaged leadership, research, and expertise.

Action Steps:

Goal 6

Build a national reputation for excellence in innovative pedagogy and justice-oriented expertise.

1. Establish a culture that values and advances community-engaged research.
2. Establish a "Seal" program, AddRan Mobile Training Initiative, to promote the socially transformational liberal arts in the community: "TCU AddRan Seal of Empathetic Leadership."
 - a. Consider a Certificate for undergraduate students
3. Strengthen and enhance community-engaged opportunities.
4. Establish an annual award or prize for community-centered research or creative activity

Goal 7

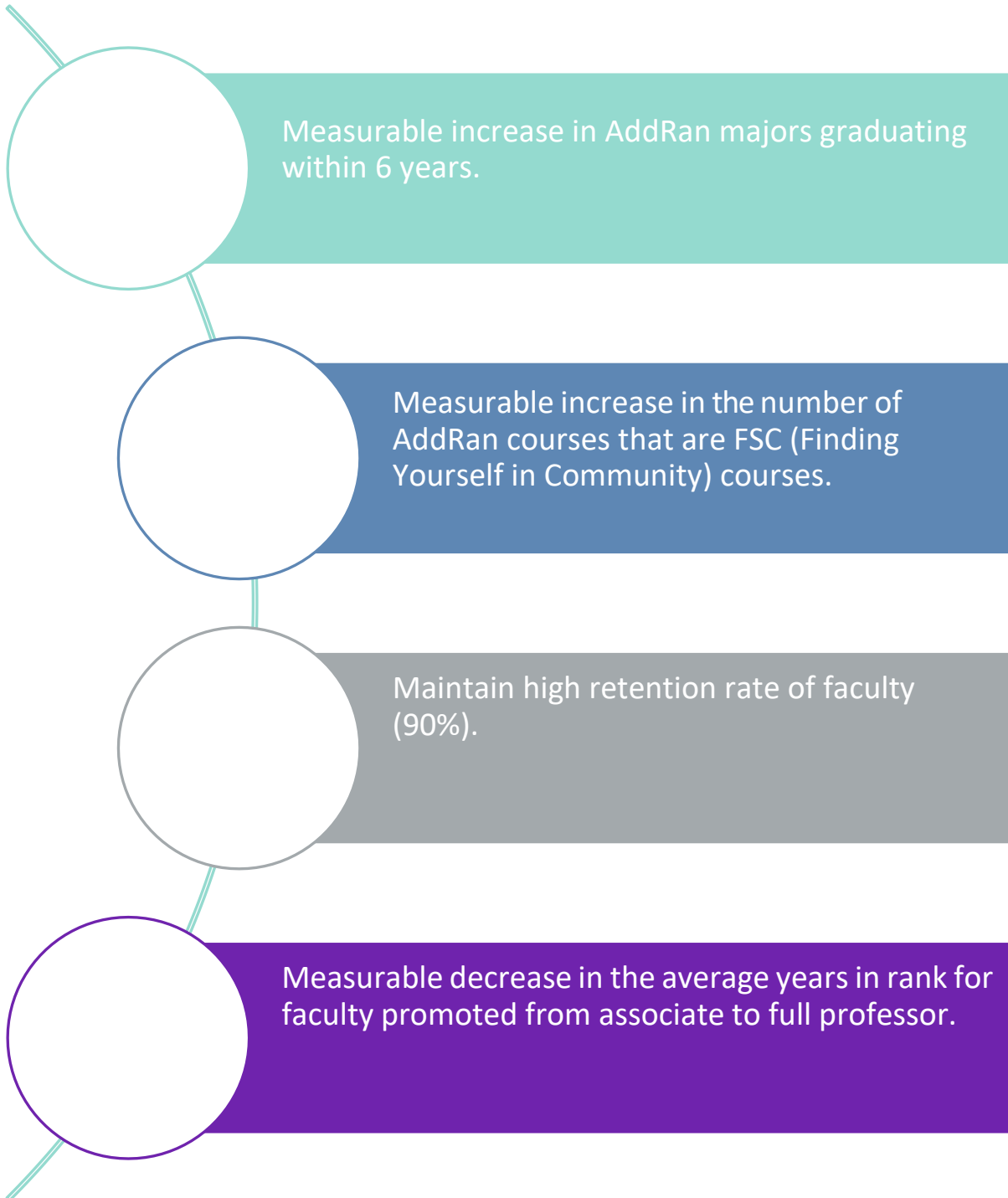
Enhance community engagement.

Goal 8

Advance recruitment and retention strategies for all faculty, staff and students.

5. Continue and enhance efforts for transfer students and first-generation college students.
6. Incorporate the college-wide workload policy into every department.
7. Incorporate efforts to enhance TCU's Project 90, "90% of TCU undergrads graduate within six years".

Benchmarks or Measures of Success



Appendix C

Thought Leadership

We will become a nationally-recognized destination for research, creative activity and innovation in the liberal arts.

Action Steps:

Goal 9

Strengthen the undergraduate research experiences.

1. Expand the Student Undergraduate Research Fund (SURF) through an endowment.
2. Create a themed week-long residential research experience for faculty and students. Each summer theme may align with the college-wide research clusters listed below or they may be a theme based on other interdisciplinary research in the college.
3. Create a fund to support course project development that enhances student engagement with local and national communities through public-facing research and creative projects.

Goal 10

Expand interdisciplinary research/teaching Clusters and seek external grant funding.

4. Strengthen and enhance interdisciplinary degrees, programs, and opportunities.
5. Clearly define and promote the goals of each research/teaching cluster.

Cluster 1 Data, Culture and Technology

Explores the intersection of the humanities, social sciences, data analytics, digital culture, and digital technology.

Cluster 2 Health, Humanities and Society

Explores the social determinants of health.

Cluster 3 Community-Based Research

Explores community-engaged research by partnering with regional, national, and global communities to conduct research on critical issues.

6. Identify a champion (PI) to lead each Interdisciplinary Research/Teaching Cluster with the goal to secure external funding.
7. Identify research grants and apply to a minimum of three (3) external grants related to each cluster within a two-year period.

Goal 11


Increase faculty and graduate student research, scholarship, creative activity, and innovation.

8. Organize and promote participation in writing groups for faculty and graduate students.
9. Increase the number and amounts of AddRan-sponsored internal grants to incentivize research, scholarship, and creative activity.
10. Increase engagement with external communities to enhance public-facing research, scholarship, and creative activity.
11. Host, co-host, or create more high-profile conferences, symposia, and summits.
12. Hold an annual reception to highlight and celebrate faculty and student research, scholarship, and creative activity through the creation of the **AddRan Academic Excellence Awards Ceremony**.
13. Secure funding for an endowed chair or professor in the liberal arts for recruitment and retention of top-notch faculty.
14. Evaluate the role of the Centers (Center for Digital Expression, Institute for Urban Innovation, Center for Languages & Intercultural Global Connection, Center for Texas Studies) and leverage their strengths to engage in research and to connect with the community.
 - a. Create a strategic plan for each Center tied to research, teaching, and fundraising.
 - b. Create a faculty fellows program for the Centers to foster an intellectual research and pedagogical community.

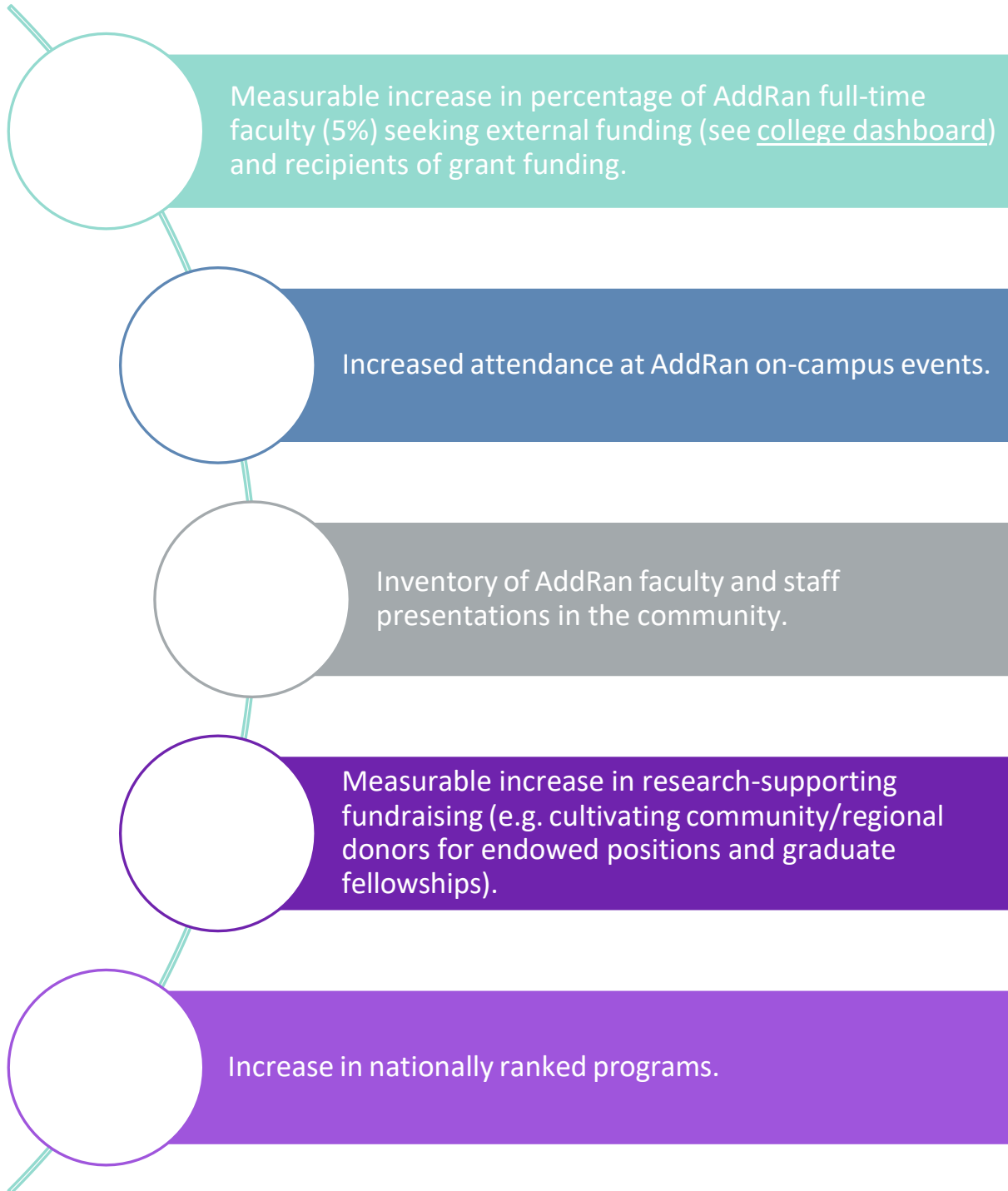
Goal 12

Increase funding for research, scholarship, creative activity, and innovation. Enhance pre- and post-award supports.

15. Improve processes and support for the nomination of students and faculty for internal and external awards for research and creative activities.
16. Increase the number of faculty recipients of highly competitive and visible national awards.

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17. Create a calendar of internal awards and deadlines, such as the dean's awards for teaching, research, and service.
 18. Strengthen cooperation and coordination with the Office of Research.
 19. Establish mechanisms to provide information and raise awareness of liberal-arts- focused grant opportunities and proposal development support.
 20. Create a dedicated staff position to support grant acquisition as well as management for funded programs (e.g., budget monitoring and reporting) or create an AddRan grant coordinator (faculty member) who is successful in external grant funding
 21. Increase liberal arts faculty grant seekers.

Benchmarks or Measures of Success



Tell Our Story

We will celebrate, promote, and communicate the importance of the research, scholarship, creative work, and community outreach of our students and faculty.

Action Steps:

Goal 13

Enhance community engagement.

1. Create an inventory of events in the college.
2. Host community events (at TCU and in the broader DFW community).
3. Collect info on and publicize more broadly already existing community outreach/relationships.

Goal 14

Enhance online/social media presence.

4. AddRan College Website overhaul.
5. Increase and publicize undergraduate participation in research activities.
6. Increase internal input into social media posts and publicity in general. One post per day!
7. Get testimonials from people who hire AddRan majors and from our alumni and publicize it.
8. Collect data every year on the graduating class and make a brochure—electronic & hardcopy.
9. Encourage each department to keep a database of alums, maintain contact with them, and publicize alumni successes. Share at college and departmental levels.

10. Create special sections of the AddRan website devoted to highlighting faculty, student, and student/faculty research and creative activities. Include short videos of scholars talking about recent publications.
11. Establish a separate section of the college webpage for public-facing scholarship/engagement.

Goal 15


Connect college events to fundraising initiatives and efforts.

12. Develop a college-wide fundraising strategy that includes/builds on students, faculty and staff community connections.
13. Increase relationships with community partners beyond the TCU campus through faculty and staff taking leadership positions in professional organizations.
14. Identify and analyze successful fundraising strategies carried out at peer and aspirant universities that support research and creative activities.
15. Enhance community engagement, social media presence, and connect all events to fundraising initiatives/efforts. Always invite donors.
16. Update and distribute a list of outlets for advertising to all departments, encouraging them to more actively promote their public, on-campus events in the community.
17. Launch *Back to Class Reboot: The Advantage of a TCU Liberal Arts* degree featuring, for example, a TCU AddRan College of Liberal Arts alum who has been successful.
18. Expand biannual (September/January) *AddRan State of the Economy Speaker Series* to raise awareness of our programs and connect to fundraising efforts.
19. Create a Dean's Speaker Series (endowed series) in the Liberal Arts that brings in a high-profile speaker in the liberal arts. Bring prominent scholars, writers, and practitioners in the humanities and social sciences to campus.

Goal 16

Create a database for all strategic plan pillars.

20. Improve processes and support for the nomination of students and faculty for internal and external awards for research and creative activities.

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21. Increase the number of faculty recipients of highly competitive and visible national awards.
 22. Create a calendar of internal awards and deadlines, such as the dean's awards for teaching, research, and service.
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 26. Increase liberal arts faculty grant seekers.

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