

TERESA ANN CARTER KING DEAN OF THE COLLEGE OF FINE ARTS TEXAS CHRISTIAN UNIVERSITY Leadership Statement



THE OPPORTUNITY

Texas Christian University (TCU) seeks a visionary leader for the position of Teresa Ann Carter King Dean of the College of Fine Arts.

ABOUT THE COLLEGE OF FINE ARTS

Mission

TCU College of Fine Arts prepares the next generation of creative leaders in the arts and champions the value of the arts as essential for learning and living in a global society.

Vision

Our vision is to inspire creativity and collaboration at the intersection of tradition and innovation, creating a world-class center for the arts.

The **College of Fine Arts** is comprised of **six units**:

- School of Art
- School for Classical & Contemporary Dance
- Department of Design
- Department of Fashion Merchandising
- School of Music
- Department of Theatre

The College serves over 800 undergraduate students, 80 graduate students and is staffed by 101 full-time faculty, 37 full-time staff, and 55 adjunct faculty. The College administration as well as the School of Art are housed in in the Moudy Building, an architectural landmark designed by Kevin Roche and John Dinkeloo, one of over a dozen College of Fine Arts-related facilities across campus, the newest of which, the TCU Music Center which houses the 700-seat *Van Cliburn Concert Hall at TCU*, is set to open in Fall 2020.

Students in the College pursue studies from over 33 undergraduate degree programs, 6 minors, and 26 advanced degree programs and enjoy an average student to faculty ratio of 13:1. The College also offers the Arts Leadership and Entrepreneurship minor. Faculty are committed to TCU's teacher/scholar model and regularly produce, publish, create, and present nationally and internationally. In the last three years, College faculty have produced and presented over 220 peer and editorially reviewed publications and over 500 critically evaluated creative activities. Faculty have also dedicated time and effort to collaborative and interdisciplinary creative activity, research, teaching, and program/curricular enhancement across TCU, and many serve in affiliate teaching roles in TCU colleges and programs including John V. Roach Honors College, Women and Gender Studies, Comparative Race and Ethnic Studies, and more.

Students in the College are eligible for talent-based scholarship support through the 107 endowed scholarships totaling over \$1.3 Million in financial aid for 2019. The College has three endowed chair and professorship positions and an endowed Dean position. The College also receives strong support from the Board of Visitors, a group of dedicated community individuals who serve the College through advocacy, advisory, and planning roles and dedicate time and energy to broadening awareness and cultivating additional support.

One of the unique roles that the College of Fine Arts occupies at TCU is exemplified by the partnership between its academic and artistic excellence and its outward facing community engagements. Public programs offered by units in the College include hundreds of annual performances in dance, music, and theatre; exhibitions and gallery events, offered in any one of three gallery spaces; students' juried research and creative activity presentations, and numerous community-based partnerships that impact and connect the College and TCU to DFW, the region, the nation, and the professions. A small sampling of key community partnerships includes Kimbell Art Museum, Stage West Theater, Texas Ballet Theater, City of Fort Worth, Fort Worth Symphony Orchestra and more.

The College is a leader in TCU's inclusive excellence goals. It was the first college to appoint College Diversity Advocates, a role that has served as a model for and been adopted by other colleges at TCU. College Diversity Advocates promote diversity, equity, and inclusion in the college and support efforts towards diversity in hiring, curriculum, and co-curricular programming. The College also created the Arts Programming & Diversity, Equity, & Inclusion Initiative Programming Grants committee with its stated goal as:

Recognizing the role of the arts as catalysts for community-wide conversations and embracing the opportunity to demonstrate the relevancy of the arts to TCU, we seek to develop and enhance arts programming that engages with issues of culture, identity, and diversity.

The College of Fine Arts aspires to the values of inclusive excellence as integral to its mission and acknowledges and celebrates the diversity of human experience as vital to a dynamic arts environment and education. The College seeks to equitably engage an inclusive range of perspectives, while amplifying the voices of our myriad communities through all aspects of the life of the College.

SCHOOL OF ART



MFA students visit the 2017 Faculty Biennial Show at the Moudy Gallery

Accredited by the National Association of Schools of Art and Design (NASAD), the **School of Art** has 20 faculty and staff and over 100 majors and minors. Serving over 700 students in a typical semester, the School of Art offers the BA in Art History, BA/BFA in Studio Art (Ceramics, Painting, Photography, Printmaking, and Sculpture) and the BFA in Art Education. Graduate programs include the MFA in Studio Art and the MA in Art History. The School maintains a close relationship with the Amon Carter Museum of American Art, Kimbell Art Museum, and Modern Art Museum of Fort Worth, all located a short drive from campus. The Art History program emphasizes the “museum experience,” with classes frequently meeting at area museums; the Art Education program trains students to excel as both artists and educators; and the Studio Art program focuses on critical thinking through studio production and active criticism and dialogue. The TCU Art Galleries act as an interdisciplinary space and serve as a catalyst for critical dialogue and provide a vital avenue for professional development for students. The School also hosts an active series of lectures and visiting artists, while faculty are active nationally and internationally as scholars and artists. School of Art alumni have gone on to successful careers in a variety of fields including the arts, museums, education, law, and business.

SCHOOL FOR CLASSICAL & CONTEMPORARY DANCE



DanceTCU: Alex Masi and Tristian Griffin; Photography: Susan Vogel

The **School for Classical & Contemporary Dance** (SCCDance) has a 70-year history of success with a central mission *to develop educated dance artists prepared to become ethical professionals and leaders in the global dance community*. Housed in the state-of-the-art Erma Lowe Hall, 75 majors pursue the BFA in Ballet and/or Modern Dance through a comprehensive curriculum focused on artistic and academic excellence. Dance coursework also serves 400-500 general TCU students each year. Eight full-time faculty and seven adjunct faculty members create, produce, teach and publish nationally and internationally as well as serve the interdisciplinary goals of TCU as affiliate or core faculty across several TCU colleges and programs including the new TCU and UNTHSC Medical School. Seven distinct dance productions are offered annually and key community partnerships are vital to opportunities such as the annual School Show presented for over 800 North Texas school children; Cook Children's Medical Center dance in wellness settings internship; Texas Ballet Theater summer dance internship; and the Pilates Teacher Training program. A robust guest artist program brings choreographers and répétiteurs of international prominence to create choreography for each semester's mainstage concerts. SCCDance alumni are successful performers, educators, choreographers, artistic directors, arts administrators, small business owners, and pursue graduate education in Physical Therapy, Dance Therapy, Medicine, Political Science, and Law. SCCDance is accredited by National Association of Schools of Dance (NASD).

DEPARTMENT OF DESIGN



Graphic Design major engaged in a one-on-one critique from noted Dallas Designer Chad Michaels.

The **Department of Design** is committed to excellence in design and design education through core values that include: creativity, professionalism, integrity, solution-oriented design, concept in student work and teaching, critical thinking, innovation, self-motivation, actualization, intellect, collaboration, inspiration. Methodology emphasizes creative problem solving from a critical and analytical assessment of the system and related systems impacted. This frequently involves collaborative and interdisciplinary considerations. Housed in a brand-new, fully equipped building, 120 majors pursue the BFA in Graphic Design, the BS in Design Studies, and 85 majors pursue the BS in Interior Design. Also offered are the minor in Architectural Lighting Design and a minor in Design of the Built Environment, with over 35 students. The Department houses the *Center for Lighting*, which hosts industry speakers, seminars, and networking opportunities. In addition, about 180 non-major students take classes each year, including service courses for the Undergraduate Core. Alongside 11 full-time faculty members, instruction is supplemented by noted professionals from the vibrant Fort Worth-Dallas design market. The Department is accredited by the National Association of Schools of Art and Design (NASAD). The Interior Design program is accredited by the Council for Interior Design Accreditation (CIDA). The Graphic Design program was rated in the top 15% in the US for 2019, and the second-highest in Texas by College Factual. Graduates enjoy a placement rate of 95-100%, and alumni work at top design studios, advertising agencies and architectural firms worldwide.

DEPARTMENT OF FASHION MERCHANDISING



Store window display created by Fashion Merchandising students

The **Department of Fashion Merchandising** is housed in a new state-of-the-art facility and serves 177 students pursuing the BS in Fashion Merchandising. Ranked 8th in the Top Fashion Schools in the Southwest and in the top 18% of programs nationally, this comprehensive program covers the design, merchandising and marketing aspects of the fashion industry to provide students with the opportunity to learn how each of these entities function and work together. The Department of Fashion Merchandising has seven full-time faculty and two adjunct members who all possess industry experience in their areas of expertise to bring real-world experience into the classroom. Student learning is enhanced through industry speakers and collaborative professional partnerships with companies to provide students with opportunities to work on real-industry projects. The TCU Historic Costume Collection has an archive of 2,500 apparel and accessory items for teaching and display purposes. In addition, the Center for Fashion Merchandising Education and Research hosts industry speakers, seminars, and networking opportunities to compliment the curriculum. The Department has a strong reputation in the fashion industry for developing students for internships and career positions. With a 95% job placement rate, graduates are employed with top companies based in the US and abroad.

SCHOOL OF MUSIC



TCU School of Music at the Bass: Celebrating Leonard Bernstein

The **School of Music**, accredited by the National Association of Schools of Music (NASM) since 1949, offers world-class musical opportunities to prepare the teachers, conductors, performers, scholars and composers of tomorrow. Approximately 350 students are pursuing BM, BME, MM, MME, and DMA degrees or Artist Diploma Certificates. In addition to the 250 performances presented each year, the symphony orchestra, concert chorale, jazz band, percussion orchestra, marching band, and other ensembles perform at major conferences and venues nationally and internationally. Students benefit from community partnerships with organizations such as the Fort Worth Symphony Orchestra, Cliburn in the Classroom, and local school districts including the B Sharp Youth Music Program, an El Sistema inspired program. Music majors as well as students from other disciplines across the university work with 50 full-time and 27 part-time faculty who actively compose, publish, perform, adjudicate, and give master classes on and off the TCU campus. Festivals and events such as PianoTexas, the Latin American Music Festival, the Jazz Festival, and the Festival of American Song bring nationally and internationally acclaimed musicians to work with TCU students. In addition to being the first All-Steinway School in Texas, the new TCU Music Center scheduled to open in fall 2020 will feature the 700-seat state-of-the-art Van Cliburn Concert Hall at TCU, enhancing the School of Music presence on the campus and the entire Fort Worth community.

DEPARTMENT OF THEATRE



Theatre TCU: The Crucible, by Arthur Miller

The **Department of Theatre** offers a highly selective Bachelor of Fine Arts Theatre degree to 100 majors, with professional training emphases in Acting, Design, Musical Theatre, Production or Theatre Studies. Undergraduates are admitted to the BFA programs through a rigorous audition/interview process. The program also offers a traditional Bachelor of Arts theatre degree to 40 majors. The Department serves over 1200 students a year in University fine arts core requirements. Theatre TCU has 14 full-time faculty members whose creative work can be seen locally, regionally and nationally. The program maintains a close relationship with many professional theatres in the region's lively arts scene for internships and co-productions. The Department produces 8 plays and musicals each year in its two venues: the Hays Theatre, a 200 seat thrust stage and the historic Buschman Theatre, a 180 seat proscenium stage. The program has developed an annual New York and Los Angeles Showcase for graduating seniors to perform for agents and casting directors. Theatre TCU's BFA musical theatre program was recently ranked No. 6 in the country by OnstageBlog.com. The program continues to place designers and technicians in top graduate programs across the country while the BA program produces teachers that run high school theatre programs around the state. The Department has numerous graduates -- actors, designers and technicians -- working on Broadway, film and TV, professional touring shows, and regional and local productions.

ARTS LEADERSHIP AND ENTREPRENEURSHIP MINOR



Fort Worth Community Arts Center

Complementing the College's six schools and departments, the new **Arts Leadership and Entrepreneurship (ARLE) minor** provides TCU arts students with the knowledge and practical skills to effectively lead arts organizations and manage successful artistic careers in the creative economy. During the 2017-2018 academic year, the College undertook an assessment of the previously titled Arts Administration minor through peer analysis, faculty and student surveys, a workshop with arts employers, and a workshop with faculty, as well as sustained engagement with colleagues in Neeley School of Business and elsewhere in the university. As a result of this assessment, a new curricular design was developed and launched Fall 2019. The interdisciplinary curriculum highlights essential competencies including: organizational development, visioning and planning, effective governance, financial management, fundraising, managing staff and volunteers, audience development, community engagement, programming and special events, marketing and public relations, and effectiveness evaluation. Through internships and capstone projects, the ARLE minor emphasizes real-world projects and hands-on experience in arts organizations on campus and throughout Fort Worth and the Metroplex, strengthening TCU's relationship with the local arts community. There currently 24 students in the new ARLE minor and we anticipate significant growth as the program develops.

THE PROVOST

Teresa Abi-Nader Dahlberg

In March 2019, Teresa Abi-Nader Dahlberg was named TCU's Provost and Vice Chancellor for Academic Affairs ([TCU Provost](#)). Dr. Dahlberg joins TCU at a time of great momentum and aspiration for our faculty, staff and students. Recent investments in academics, such as the launch of a School of Medicine in conjunction with the University of North Texas Health Science Center, as well as over \$1 billion in capital improvements, including new labs and academic facilities, enable TCU's continued success.

Dr. Dahlberg views higher education as a transformative experience. She brings a wealth of knowledge in interdisciplinary scholarship, high-impact teaching practices, and inclusive excellence. To learn more about Dr. Dahlberg, see her recent profile in *TCU Magazine*.

[Profile: Dr. Dahlberg](#)

Dr. Dahlberg earned a bachelor's degree from the University of Pittsburgh and Master's and Doctoral degrees from North Carolina State University. She has been recognized as *Woman of the Year* by the University of North Carolina at Charlotte (2005), *Diversity in Business Catalyst* by the Charlotte Business Journal (2006), *Woman of Distinction for STEM Education* by the Girl Scouts Hornets' nest Council (2012) and was inducted into the electrical and computer engineering Alumni Hall of Fame by N.C. State University (2017).

At TCU, she holds the rank of professor in Engineering and in Computer Science. Before her time at TCU, Dr. Dahlberg held positions as dean, chief academic officer, associate dean and center director at Syracuse University, The Cooper Union for the Advancement of Art and Science, and UNC Charlotte. Dr. Dahlberg founded the STARS Computing Corps, a National Science Foundation alliance for broadening participation through service-learning. She inspired the Prospect for Success campus-wide freshman experience at Charlotte and launched the Office for Inclusive Excellence while at Syracuse.

The Provost's senior administrative team is comprised of school and college deans, in addition to experienced leaders focused on enrollment management, research, and graduate studies. The positive interplay of long tenured leadership and new perspectives brought by recently welcomed colleagues helps to foster innovation and collaboration in academic affairs.

Vision in Action: Lead On

Higher education is experiencing dynamic change and TCU is eagerly preparing for a future of continued growth and academic excellence. Now more than ever, there are exciting opportunities to engage, educate and support students, while we continue to strengthen TCU's position as a leading university.

The university's strategic plan, [Vision in Action: Lead On](#) focuses on four key areas:

1. Strengthen the academic profile and reputation
2. Strengthen the endowment
3. Strengthen the TCU experience and campus culture
4. Strengthen the workforce (both employees and graduates)

The plan was recently approved and is generating smart initiatives and thoughtful planning throughout the TCU community. Among Dr. Dahlberg's first actions was to convene academic affairs leaders and establish a vision for how the strategic plan would inform aligned actions and strategies.

Academic priorities ([Academic Affairs Priorities](#)) include the launch of the TCU and UNTHSC School of Medicine that uses the distinctive Compassionate Care curriculum to train physicians as empathetic scholars ([TCU and UNTHSC School of Medicine](#)). The university is defined by its commitment to the teacher-scholar model, fostering ethical leaders and creating global citizens, as well as its commitment to the Mission, Vision and Values of the university. Curricula are grounded in TCU's strong liberal arts tradition, and strengthened by our focus on generating lifelong learners. Diversity, equity and inclusion are prioritized and help define a forward path for our Horned Frog community.

ABOUT TCU

Founded in 1873, Texas Christian University sits on 299 acres nestled in a primarily residential part of Fort Worth, just minutes away from downtown. Over 100 years ago, the campus sat on a vast undeveloped prairie, a humble but spirited campus serving both men and women, a progressive educational approach in the 1870s.

Today, through strategic planning, vision and generosity, we have created a campus that honors our history as we look to the future. Even as the world changes dramatically, TCU remains a thriving and purposeful academic community where students are supported in their quest for education, inspiration and success.

TCU began as a family endeavor when brothers Addison and Randolph Clark, Fort Worth based ministers, brought to life their vision of offering a classical education rooted in values and character. They succeeded in creating an enriching community for men and women of character to acquire a liberal arts education and strive for the greater good.

Nearly 150 years later, we are still that place.

Our students:

TCU continues to attract some of the nation's most outstanding student talent to Fort Worth. For the 2019 first-year class, the University received 19,028 applications, making TCU one of the most selective schools in the state of Texas. Currently, TCU enrolls 9,474 undergraduates and 1,490 graduate students. The University has

benefitted from significant enrollment growth with first-year student enrollment increasing from 1,630 freshmen in 2008 to 2,159 first-year students in 2019 while maintaining a favorable student-faculty ratio. Twenty-six percent of students self-identify as a member of a minority group, five percent are international students, and forty-two percent are from out-of-state.

Each year, TCU offers hundreds of needs-based and merit scholarships in an effort to ensure that bright and deserving students gain access to a TCU education. We are committed to growing the financial aid budget, as we also develop the people and programs that TCU offers. TCU's financial aid budget will exceed 25 percent of the University's overall operating budget this year.

Campus life & culture:

The TCU campus is not only beautiful, with its manicured, tree-lined walkways and welcoming common spaces, but many say that it immediately “feels like home.” TCU offers a seamless blend of the traditional and modern, weaving athletics facilities and stadiums with performing arts venues and modern academic spaces. You'll walk through stately columned grounds that give way to sleek, modern technology-first spaces that invite collaboration and interaction.

The sense of community is unparalleled; fifty-three percent of the undergraduate student body lives on campus—a percentage that has increased each of the past five years as a result of the University's commitment to residential living. The University includes eight schools and colleges, in addition to the John V. Roach Honors College and the new School of Medicine, which is operated in collaboration with the University of North Texas Health Science Center in Fort Worth.

Our students are supported by more than 2,200 faculty and staff. The University has approximately 700 full-time faculty members, 86 percent of whom hold a terminal degree. For nine consecutive years, TCU has been selected as one of the Great Colleges to Work For®.

At TCU, diversity, equity and inclusion are an educational imperative that is tied directly to our University mission and vision. For the second consecutive year, TCU has earned the Higher Education Excellence in Diversity Award, which highlights our ongoing commitment to build a comprehensive DEI strategy that aligns with our core values and to create a campus culture where everyone is respected and feels included. Among TCU's actions this year was approving a resolution to adopt DEI into its core curriculum.

The candidate selected for this position will work with a variety of students, faculty, and staff from across the campus. The colleague we are seeking should embrace both the longstanding emphasis on community-oriented ethical teaching and learning arising from TCU's heritage along with its progressive history as, for instance, the first post-secondary institution in Texas to embrace co-education.

For a recent faculty explanation of the “C” in Texas Christian University, we invite you to read an essay by Drs. Darren J.N. Middleton and Elizabeth H. Flowers, available here: [Faculty Feature: The "C" in TCU](#).

Operations:

TCU's endowment value was \$1.6 billion at the end of 2018, and the fiscal year 2020 operating budget is approximately \$777 million. The University's healthy financial condition has enabled it to significantly increase new scholarships and other financial aid, endowed chairs and professorships, support new programs and academic initiatives, as well as invest in the development of residential and academic buildings.

In April 2019, the TCU Board of Trustees and administration approved a comprehensive fundraising campaign with a goal of \$1 billion. The primary focus of this campaign will be to secure significant support for people and programs and to increase TCU's endowment. Building the endowment is key to the continued growth and success of the University.

ABOUT FORT WORTH AND THE DFW METROPLEX

Like TCU, Fort Worth has the approachable, friendly charm of a smaller town, but offers the amenities, cultural activities, diversity and unique personality of a much larger city. Fort Worth, Texas is the 13th largest city in the United States with an ever-growing population nearing 1 million. Fort Worth and TCU have grown together in a beautiful century-long relationship. You'll find that many Horned Frogs put down roots here after graduation, thanks the region's thriving job market.

Fort Worth is part of the Dallas-Fort Worth (DFW) metropolitan area, the fourth largest metropolitan area in the United States, and the number 1 tourist destination in Texas. In 2018, bizjournals.com ranked Fort Worth the 7th most affordable city to live and work in the United States and *U.S. News and World Report* named Fort Worth one of the Best Places to Live. Fort Worth, Dallas and Arlington all rank among the top 25 most diverse cities in the country. Fort Worth also ranked highly in the Human Rights Campaign's Municipal Equality Index, which measures cities' inclusion of lesbian, gay, bisexual and transgender residents.

Fort Worth is known for its vast array of cultural, educational and entertainment opportunities. The city boasts three world class art museums—the Kimbell Art Museum (architect Louis I. Kahn and architect Renzo Piano), the Modern Art Museum of Fort Worth (architect Tadao Ando), and the Amon Carter Museum of American Art (architect Philip Johnson). The Bass Performance Hall is one of the premier performance venues in the country, home to world-class touring productions; resident dance, music, and opera companies; and performances by TCU students and faculty. Concerts, film festivals, and other events are held regularly at Sundance Square, Panther Island and Near Southside venues.

Outdoor recreation opportunities abound, taking advantage of the nearly year-round good weather. Along the river are over 70 miles of Trinity Trails bike/walk paths and parks. The Fort Worth Zoo and Fort Worth Botanic Gardens offer spectacular park experiences and frequent events. The Fort Worth Nature Center has 20 miles of hiking

trails through native habitats. Numerous other parks offer facilities for land and water sports.

There are several public transportation options in Fort Worth. Molly the Trolley provides free rides around downtown. The Trinity Metro bus system provides coverage to much of Tarrant County, and TexRail and the Trinity Railway Express offer service between downtown Fort Worth, Dallas and the DFW airport. There are also 46 BCycle bike share stations around the city.

DFW offers many educational opportunities. Including TCU, the Metroplex has over a dozen institutions of higher education and award-winning K-12 schools. Seven schools in north Texas earned the U.S. Department of Education's Blue Ribbon award in 2016. In 2018, the National Center for Urban School Transformation awarded four Fort Worth schools the America's Best Urban Schools Award.

The DFW Metroplex was the fastest growing metro area in the U.S. from 2016 to 2017. As of 2017, there were 22 Fortune 500 companies and over 10,000 corporate headquarters in DFW. This vital economic area is adding over 100,000 jobs per year; in April 2018, the metroplex had an unemployment rate of 3.6%, well below the national unemployment rate. More broadly, the North Texas region is one of the most vibrant economic regions within the United States. AllianceTexas in north Fort Worth is the nation's largest inland port with 488 companies utilizing its logistics and distribution center. DFW Airport is a major hub that provides direct connections for easy access to most major cities in the U.S. and many international destinations.

QUALIFICATIONS, SKILLS, AND RESPONSIBILITIES

Required Qualifications and Skills

- Terminal degree in a field of study within one of the six areas of the TCU College of Fine Arts, or in a related discipline
- Distinguished record of achievement as a scholar and teacher worthy of tenure in the TCU College of Fine Arts
- Demonstrated success as an academic leader/administrator in one of the following positions or an analogous position: Department Chair, Associate Dean, Dean, or Program Director
- Understanding of the roles of external relationship building and fundraising as they impact opportunity and growth
- Commitment to inclusive excellence across stakeholders and programs
- Strong communication, consensus-building, and interpersonal skills

Preferred Qualifications and Skills

- Proven advocate for the Fine Arts, both inside and outside the academy;
- Demonstrable record of leadership in and development of inclusive excellence;
- Strong record of teaching and leadership in undergraduate and graduate education;
- Ability to foster dialogue and collaboration across the Fine Arts and beyond
- Experience with collaboration across academic affairs, student affairs, and support services;

- Knowledge of current curricular and programmatic trends in Fine Arts education;
- Knowledge of accreditation processes and procedures

Key Responsibilities

- Report directly to the Provost and operate in an environment where governance is shared, openly and unambiguously, between faculty and administration;
- Work effectively with the Provost, Vice Provost, Deans, Associate Deans, School Directors, Department Chairs, faculty, and staff to advance the University's and the College's strategic plan and its commitment to inclusive excellence;
- Achieve successful philanthropic support for the College by working closely with university advancement and development personnel;
- Establish, maintain, and build upon key relationships with the College Board of Visitors, alumni, student groups, community leaders, and other significant stakeholders;
- Implement effective policies to attract, retain, and support diverse and excellent undergraduate and graduate students in all programs;
- Implement effective policies to attract, retain, and support diverse and excellent faculty in all units;
- Support faculty and students working in and across departments and programs, within the College of Fine Arts and across the University;
- Support outward-facing and community-impact engagements in various forms: performances, exhibitions, presentations, networking, outreach, community collaborations.
- Support faculty and students in identifying, securing, and reporting internal and external funding for scholarship and its equivalents;
- Collaborate actively across College faculty and programs to enhance the national and international stature of the College;
- Envision and implement plans to deepen the University's commitment to the Fine Arts as a central component of the TCU experience for students, faculty, and staff inside the College as well as the broader TCU community;
- Develop the College of Fine Arts budget, ensure efficient management of resources, and coordinate student financial aid.



COLLEGE *of*
FINE ARTS