



November 8, 2023

Academic Affairs

Vision in Action Exemplar Priorities

Academic Affairs Update

Vision in Action: Lead On – update herein

Refer to Pre-reads in Board Book

- **University KPI Dashboards***
- **College KPI Dashboards***
- **Academic Risk Registers update**

* Full dashboards posted here <https://provost.tcu.edu/initiatives/strategic-plan/>



Faculty Affairs

Academic Chairs & Directors Council Academy May 2024

- **Content:** New Leaders, Faculty Workload, and Generative AI in academia
- **Audiences:** New Leaders, TCU Only, Regional Chairs & Directors

Generative AI @ TCU

- Artificial Intelligence Interest Group
- Spring 2024 pilot test of PowerNotes + AI

Promotion and Tenure Policies

- Provost Office & Faculty Senate committee propose policy revisions for streamlined and transparent process

Faculty Workload Equity

- Pilot test in 9 departments in Education, Harris, Schieffer, and Science & Engineering

National Science Foundation (NSF) Advance Catalyst Grant

- Faculty Resources and Opportunities for Growth in STEM (FROG in STEM)



Strengthen Research Infrastructure and Support

R2 Strong Proposal Development Program

- Support for full-time tenure/tenure-track faculty to develop and submit large proposals for competitive extramural funding
 - First class began in Fall 2023

Conference Planning Grants

- Support faculty interested in collaborating with colleagues on a shared research interest in an area of strategic importance to TCU
 - First conferences held during TCU Research & Creative Activities Week (Sept. 2023)

Enhanced Support for Teacher/Scholars

- Increased start-up assistance to newly hired research or scholarship-intensive faculty
 - Postdoctoral Scholars
 - Graduate Student Assistance

TCU Internal Seed Grant Programs



Anne Burnett Marion School of Medicine

Clinical Trial Research Consortium

- **Definition/Purpose:** Drugs, devices, dietary supplements
 - Industry, investigator initiated, social/epidemiologic
 - Safety, efficacy against present standard
 - Institutional Review Board (IRB)/national vs. institutional, ethics
- **Clinical Trials:** Phases 0-4 from Drug Design to FDA Approval. Focus on Phase 3-Final Confirmation of Safety and Effectiveness and Phase 4-Post Market
- **Opportunity:** Largest in country single source (patient #, Burnett School one-stop-shop), diversity, four partners
- **Outcome:** Advance discoveries, TCU and Burnett School R2 and value/reputation, elevate health care, keep partners close, attract industry to FW/Tarrant County
- **Partner in \$2.5 Billion Federal Biotech Hub** Advanced Research Projects Agency for Health: Focused on customer experience -- clinical trials, advances in underserved populations, communication and collaboration



Student Success: Academic and Student Affairs Partnership

Project 85 Goal Achieved!

	Fall 19	Fall 23	Target
First year retention:	91.3%	94.3%	97%
Four year graduation:	70.6%	75.4%	80%
Six year graduation:	82.6%	85.6%	90%

Project 90 Commenced

Exemplar AA Initiatives

Appointed AVP Student Success - fall 2019

- Dual report: Academic & Student Affairs
- Student Success Team: proactively intervenes with students at risk of not returning
- Professionalizing Academic Advising:
 - Best practices in caseload
 - Best practices in professional development
 - Common advising platform across disciplines
- Increased Disability Specialists
- Peer Tutoring
- Centralized Accommodated Testing

Appointed AP Undergraduate Affairs - summer 2022

- Partner with Dean of Students, Athletics, others
- Focus on Equitable Student Success
- Focus on Transfer Student Success

Sustainability & Workflow: Program Review & Class Sizes

Fall 2019: BOT requested program review - all undergraduate and graduate

- Outcome: 42 Programs were closed
- Outcome: Percentage of “small classes” (size 2-9): **reduced to historical low**
 - 2011 – 2019: 15.3 - 19.8%
 - 2020 – 2021: 12.2 - 12.9% - pandemic
 - 2022: **13.6%** - less than all pre-pandemic years on record

Summer 2023: BOT requested class size policy – further limit small classes

- Goals: Percentage of “small classes” (enrollment 2-9):
 - Fall 2024 - 10%
 - Fall 2025 - 8%
 - Fall 2026 onward – 5%
- Why smaller classes are still needed? Would close programs integral to our mission, e.g., ...
 - College of Education – middle/secondary education, marching band
 - AddRan – ROTC, departmental Honors
 - Harris – activity classes for TCU Athletes, departmental Honors



Sustainability & Workflow: Class Size Policy & Correct IR Reporting

Working Group Formed

Mission: Evaluate small classes in relation to fiscal sustainability

Members

- 4 Academic Deans with highest percentage of total small classes
- 2 Faculty Senate representatives (one from the arts, one from the sciences)
- 3 Unit leaders w/ related functions (Institutional Research, Registrar, Institutional Effectiveness)
- 3 Associate Provosts leading related projects

Actions

- Institutional Research to correct categorization of classes
- Deans analyze their undergraduate class sections with fewer than 10 students to understand current situation and impact of limitations placed on small class sizes
- Draft policy to be vetted by Working Group and each college Dean
- Pilot the policy in spring '24 as the Fall '24 class schedule is being developed



Student Safety: Policy and Guidelines

Summer 2023: BOT Requested

- **Update TCU Social Media Policy**
 - Permission to capture and share others' coursework on social media
- **Media Engagement Risk Management Guidelines**
 - Faculty, chair, dean should not expose students to risk of name, image, likeness that could lead to social media harassment in the process of carrying out coursework
- **Communications Orientation Professional Development for Faculty Senate, department chairs, directors, and administrators**
 - How to assess risk before engaging in public scholarship and teaching
 - How to engage TCU resource if social media harassment occurs
- **Media Engagement Support and Resource Guide**
 - Compendium of TCU support and services for faculty engaging in research or teaching that might attract social media harassment. Includes comms orientation information



Student Success: Policy

Summer 2023: BOT Requested

- **Update Course Policies**
 - Class learning outcomes must be assessed – added to syllabus template



Student Safety & Student Success: Workflow

TCU Syllabus Template – revise, require

- Add new student success and safety policies
- Require syllabus, in template format, within course learning management system – all classes

Preliminary Draft: 11/17/33 Task Completion: Fall 23

Streamline New Course Approval Process – revise, align

- Align language and processes for 1) undergrad new course proposal, 2) graduate new course proposal, 3) syllabus template

Preliminary Draft: 11/17/23 Task Completion: Spring 24

Strengthen Approval Processes

- Create checklist to guide course and syllabus proposal review at each step of approval process
- Review all existing courses prior to class scheduling

Create Checklist: Spring 24 Review Courses before Scheduling: Spring 25 onward



2024 U.S. News Best National Universities- TCU

	2023	2024	Difference
Overall Rank	89	98	-9
Overall score	62	64	2

Increase in Position

2024 Weights	2023	2024	Difference
Graduation Rate Performance 10%	188	179	9
First-Year Retention Rate 5%	69	68	1
Pell Graduation Rate 3%	431	226	205
Pell Gradutaion Rate Performance 3%	388	372	16

Decrease in Position

Graduation Rate 21%	70	72	-2
Peer Assessment 20%	121	124	-3
Financial Resources 8%	85	90	-5
Student-Faculty Ratio 3%	129	174	-45
Full-time Faculty 2%	241	243	-2

New in 2024

Faculty Salaries 6%	102
Borrower Debt 5%	197
Earnings 5%	99
First Gen Graduation Rate 2.5%	175
First Gen Graduation Rate Performance 2.5%	361
Citations per Publication 1.25%	229
Field Weighted Citation Impact 1.25%	227
Publications Cited in Top 5% 1%	219
Publications Cited in Top 25% 0.5%	220

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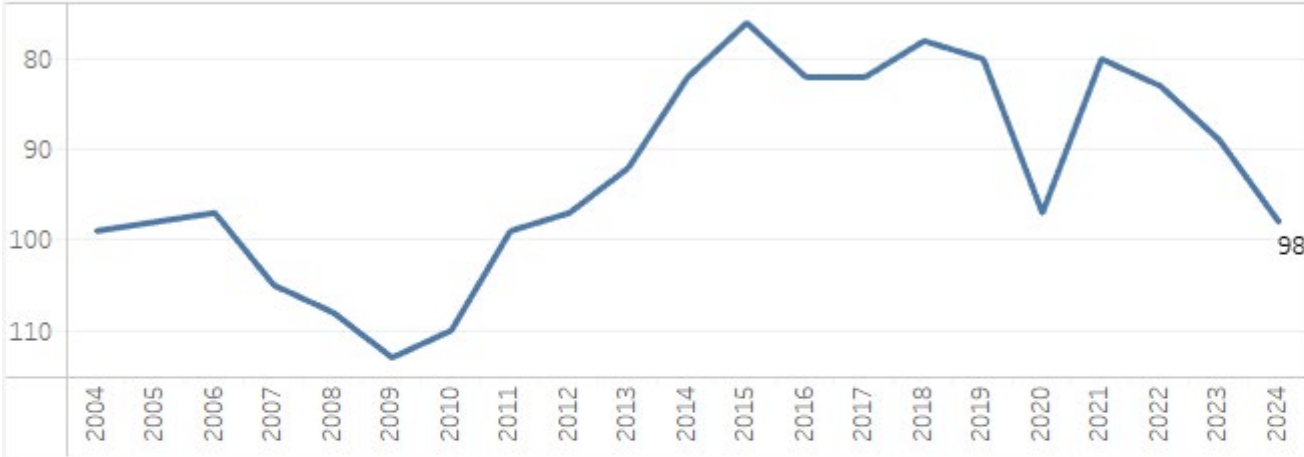
TCU

150

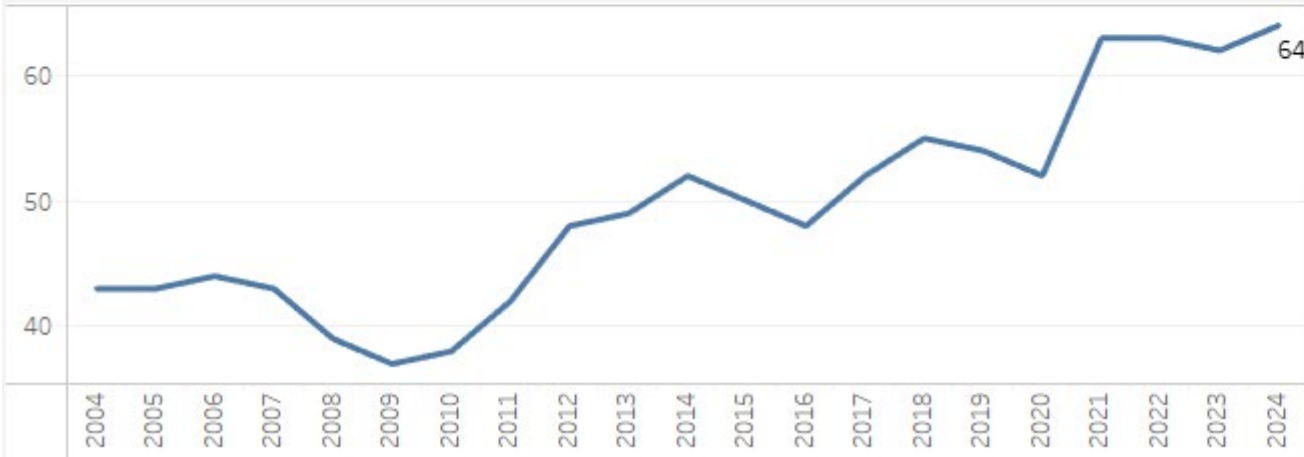
1873 - 2023

U.S. News 2004 - 2024 TCU Historical Rankings and Overall Scores

Rank



Overall Score



Issue Year	Rank	Overall Score
2024	98	64
2023	89	62
2022	83	63
2021	80	63
2020	97	52
2019	80	54
2018	78	55
2017	82	52
2016	82	48
2015	76	50
2014	82	52
2013	92	49
2012	97	48
2011	99	42
2010	110	38
2009	113	37
2008	108	39
2007	105	43
2006	97	44
2005	98	43
2004	99	43

RANKINGS



2024 Ranking Category	2024 Weight	Change from 2023 Methodology	USNEWS		TCU Performance			TCU Performance
			Metric	2024 Metric	Change from 2023 Metric	2024 Rank	Change from 2023 Rank	
Graduation Rate	21%	+3.4% from SAT/ACT metric	Average 6-year graduation rate	83.0%	0.3	72	▼ -2	TCU metric improved but USN rank decreased
Peer Assessment	20%	-	Peer assessment score	3.0	0	124	▼ -3	TCU metric constant but USN rank decreased
Graduation Rate Performance	10%	+2%	Over / Under- Performance	1	0	179	▲ 9	TCU metric constant and USN rank improved
Financial Resources	8%	- 2%	Educational expenditures per student	\$41,612	-1,225	90	▼ -5	TCU metric decreased and USN rank decreased
Faculty Salaries	6%	-1% and new metric	Average Faculty Compensation (CY)	\$117,977	new	102	new	new
First-Year Retention Rate	5%	+0.6%	Average first year student retention rate	91.5%	0	68	▲ 1	TCU metric constant and USN rank improved
Earnings	5%	new	College grads earning more than a HS grad (%)	85%	new	99	new	new
Borrower Debt	5%	+ 3% and new metric	Median debt for grads with federal loans	\$21,500	new	197	new	new
Student-Faculty Ratio	3%	+2%	Student/faculty ratio	13.5:1	-0.1	174	▼ -45	TCU metric improved but USN rank decreased
Pell Graduation Rate	3%	+0.5%	6-Year Graduation Rate Of Students Who Received A Pell Grant	76%	-3	226	▲ 205	TCU metric decreased but USN rank improved*
Pell Graduation Rate Performance	3%	+0.5%	Difference between 6-year graduation rates of Pell and non-Pell Grant recipients	-9	-4	372	▲ 16	TCU metric decreased but USN rank improved*
First Gen Graduation Rate	2.5%	new	First generation graduation rate	75%	new	175	new	new
First Gen Graduation Rate Performance	2.5%	new	Non-first-generation graduation rate	86%	new	361	new	new
Full-time Faculty	2%	+1%	% of faculty who are full-time	80.3%	-0.9	243	▼ -2	TCU metric decreased and USN rank decreased
Citations per Publication	1.25%	new	Citations per publication+	9	new	229	new	new
Field Weighted Citation Impact	1.25%	new	Field Weighted Citation Impact+	120	new	227	new	new
Publications Cited in Top 5%	1%	new	Publications Cited in Top 5% of Journals+	16	new	219	new	new
Publications Cited in Top 25%	0.5%	new	Publications Cited in Top 25% of Journals+	61	new	220	new	new

* This year pell graduation rate was summed instead of multiplied with the proportion of the entering class awarded Pell Grants, placing greater emphasis on success at graduating low-income students instead of emphasizing enrollment.



University KPI Dashboards

Board Book Pre-read

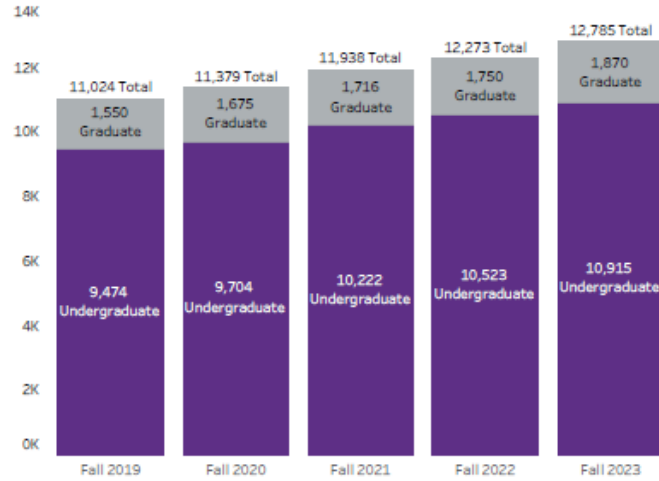
Maintained on Institutional Research Website

<https://ir.tcu.edu/strategicplandashboards/>

University Dashboard

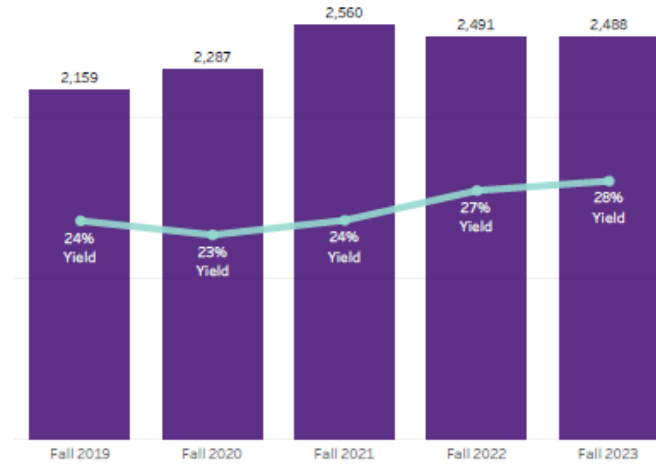
Strengthen Academic Profile

Student Enrollment



TCU continues to be a university of choice for undergraduate and graduate students, with enrollment increasing steadily.

First-Year Student Enrollment and Yield

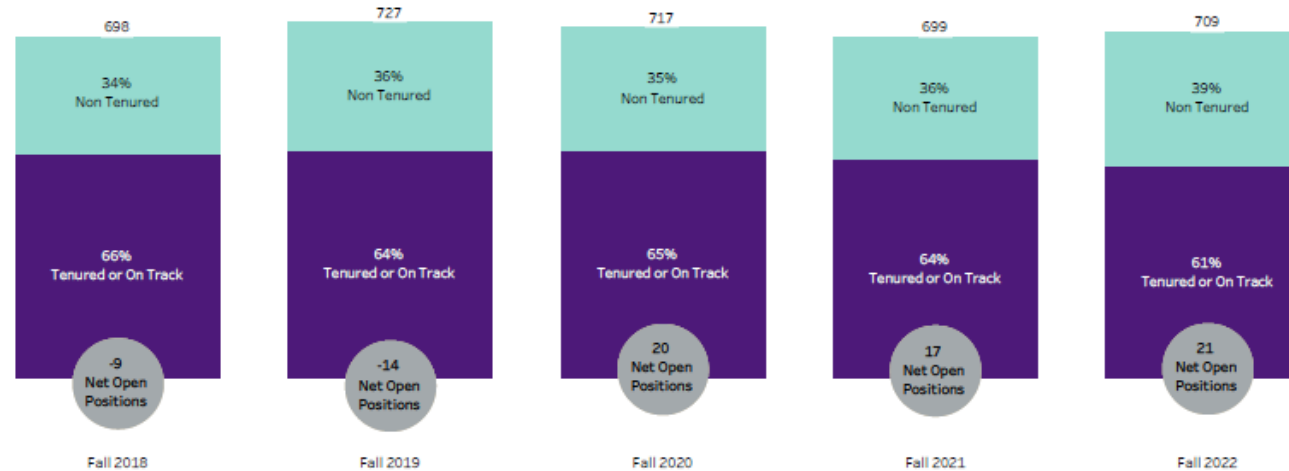


First-year student enrollment has increased while yield has remained steady.

**Highlight
2019-23**

**Yield increase:
24 to 28%**

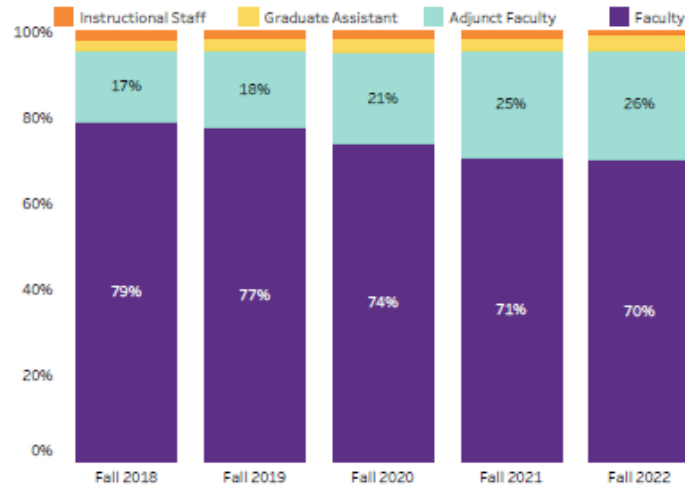
Full-Time Permanent Faculty Positions



The number of full-time faculty members has remained steady, reducing reliance on adjunct and contingent faculty.

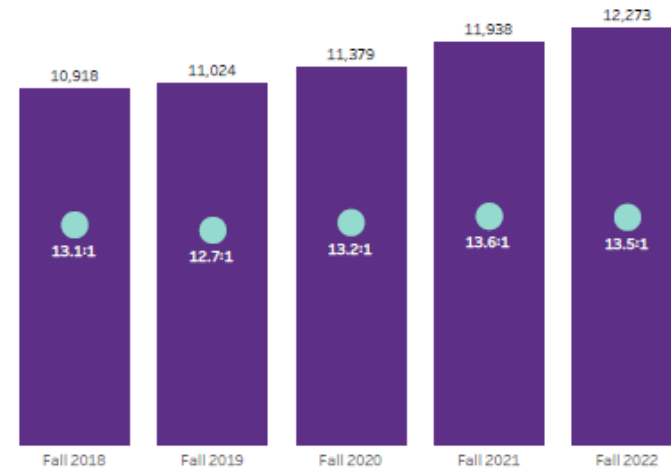
University Dashboard

Full-Time Faculty Delivering Credit Hours



More than two-thirds of credit hours continue to be delivered by full-time faculty. Graduate assistants teach less than 3% of credit hour courses.

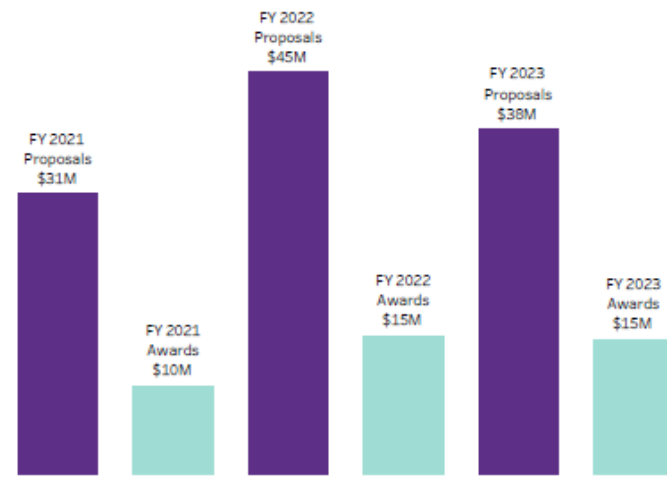
Student-to-Faculty Ratio



Even with growing enrollment, TCU has maintained an optimal student-teacher ratio, from 13.1 with 10,918 students, to 13.5 with 12,273 students.

Student Faculty Ratio Remains below 14:1

Research Proposals and Awards



Research proposals and awards from outside sources have steadily increased.

Faculty Research Expenditures

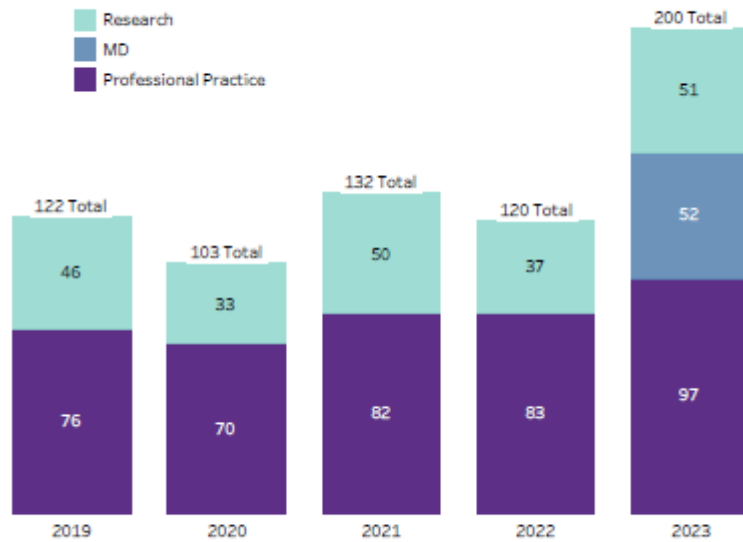


More funding was allocated for research and creative activity, emphasizing TCU's dedication to the teacher-scholar model.

Highlight 2019-23
Research Expenditure Increase \$6m to \$14M

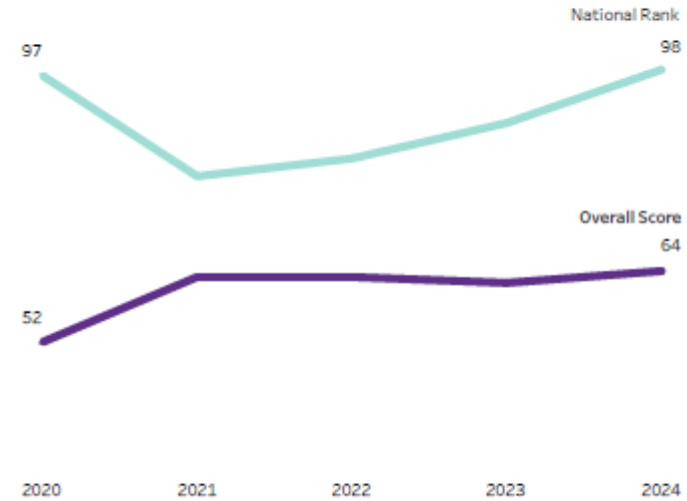
University Dashboard

Doctoral Graduates



Students obtaining doctoral degrees rose dramatically in 2023 as TCU continues to enhance graduate studies.

U.S. News Ranking

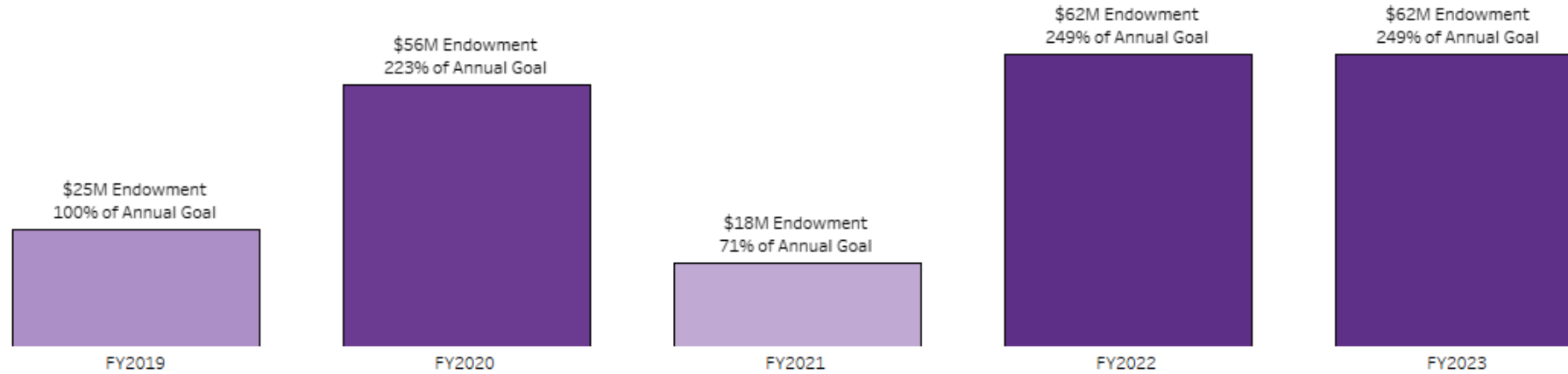


TCU's academic excellence and reputation keep it in the top 100 universities in the country in the U.S. News & World Report annual ranking.

University Dashboard

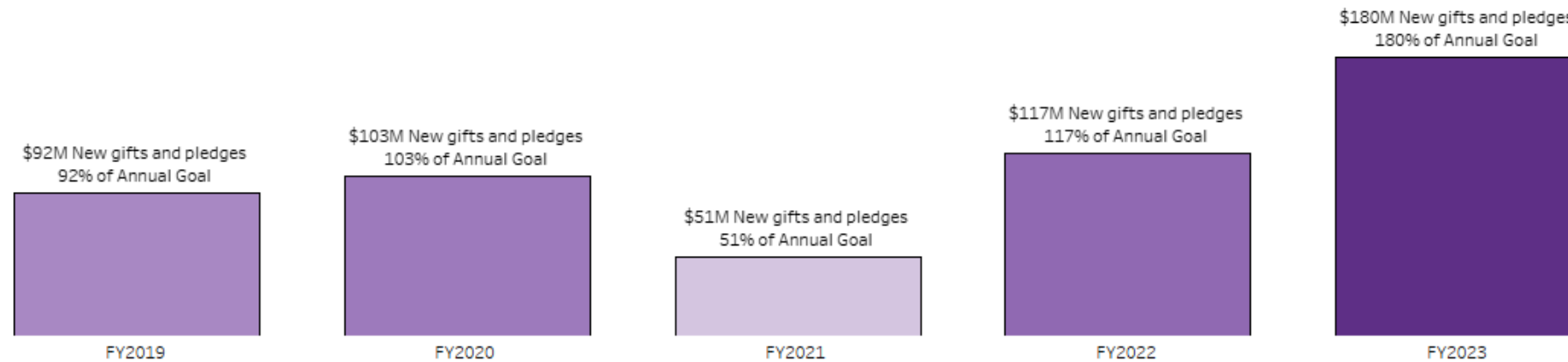
Strengthen the Endowment

Endowment Fundraising



TCU exceeded or met its annual endowment fundraising goal for four of the past five years, to support a balanced and academically distinguished academic enterprise.

New Gifts and Pledges

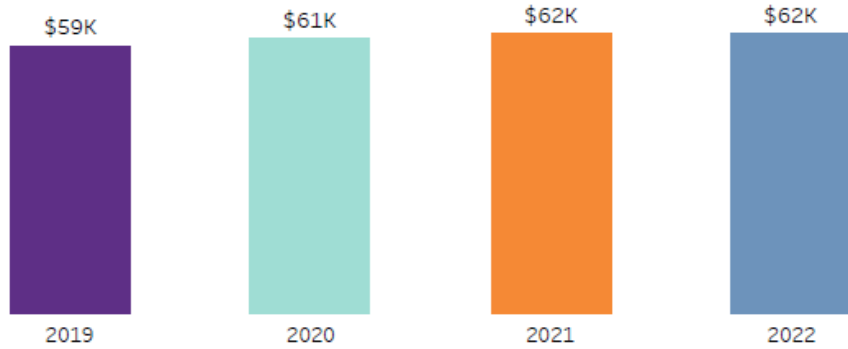


New Gifts and Pledges exceeded or nearly met the annual goal for four of the past five years, indicating increased interest among younger graduates and supporters to sustain TCU.

University Dashboard

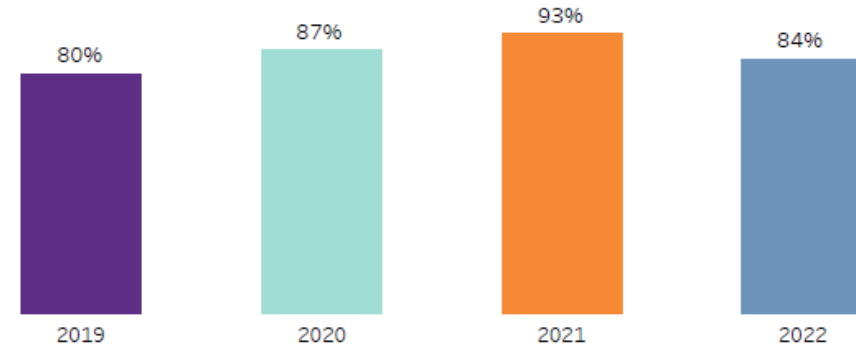
Strengthen the Workforce

Student Starting Salary



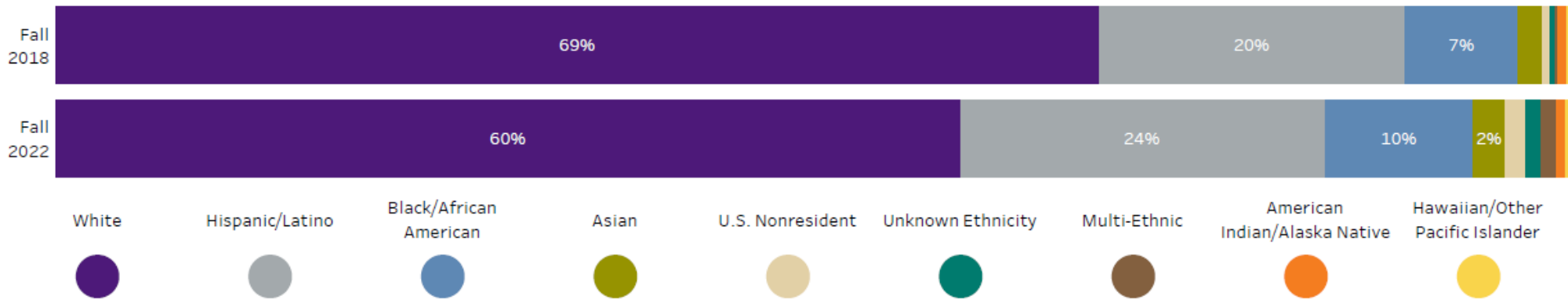
The average starting salary for graduating seniors rose to \$62K in 2022, according to data collected from exit surveys of graduating seniors and data from TCU career centers.

Student Employment Six Months After Graduation



Students retaining their first job six months after graduation remains steady.

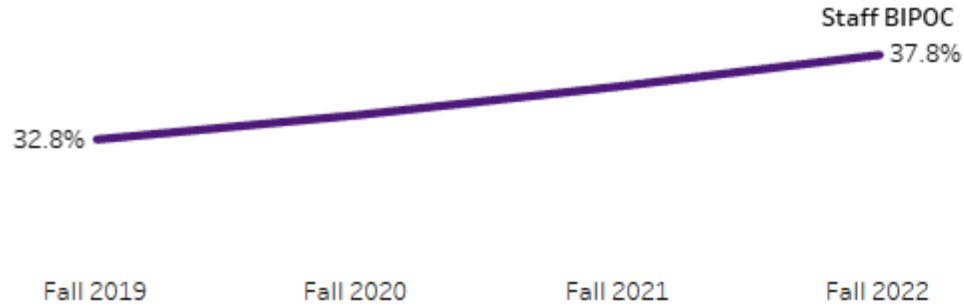
Staff Race and Ethnicity



The percent of non-white staff members has increased by 9%, making progress toward an inclusive TCU work experience.

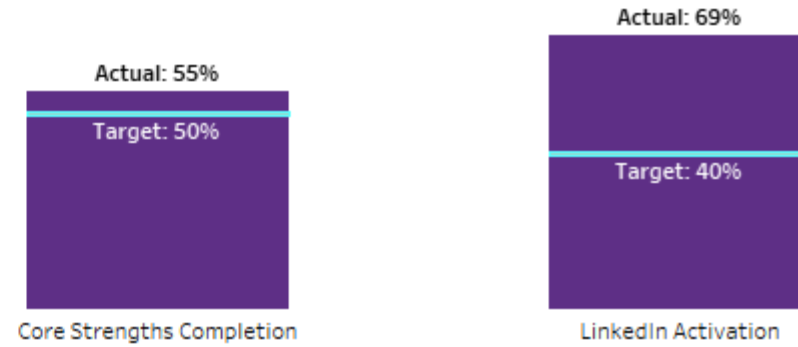
University Dashboard

BIPOC Staff



The percentage of Black, Indigenous, People of Color among TCU staff has increased steadily.

Employee Training and Development



TCU has continued to exceed the target number of employees who complete Core Strength training and participated in LinkedIn development.

INSIGHT Into Diversity
HEED award

6

years in a row

365

employees took
advantage of
Tuition Benefit (2021)

Best Colleges
to Work For®

8

out of past 10 years

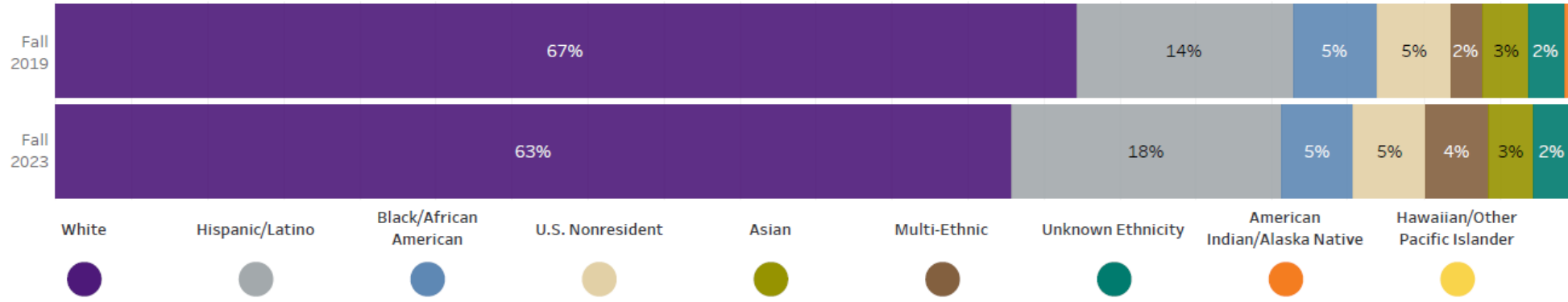
87%

Enrollment in
Medical Benefits

University Dashboard

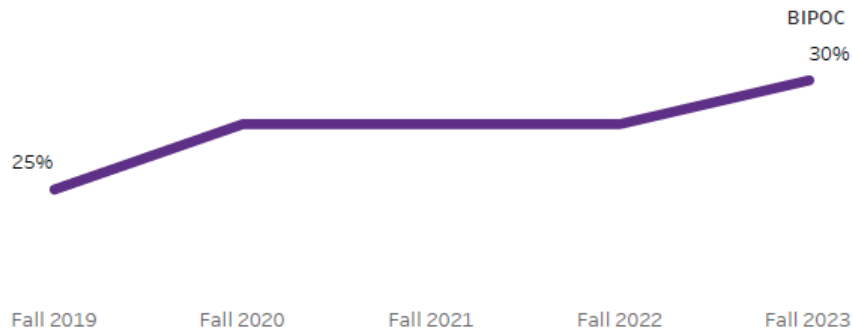
Strengthen the TCU Experience

Student Race and Ethnicity



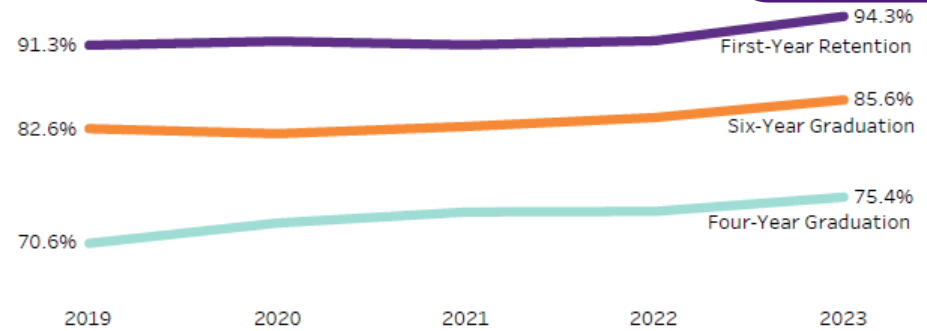
Student diversity has increased from 33% non-white in 2019 to 37% non-white in 2023. The largest-growing non-white segment is Hispanic/Latino.

Student Diversity



Since 2019, the percentage of Black, Indigenous, People of Color (BIPOC) has increased 5%.

Retention and Graduation Rates



Indicating a highly engaging student experience, first-year retention continues to be strong, while four-year and six-year graduation rates have increased.

Highlight 2019-23
Increase 3% points
1st Year Ret: 91.3-94.3%
6-Year Grad: 82.6-85.6%

Increase 4.8% points
4-Year Grad: 70.6-75.4%



College KPI Dashboards

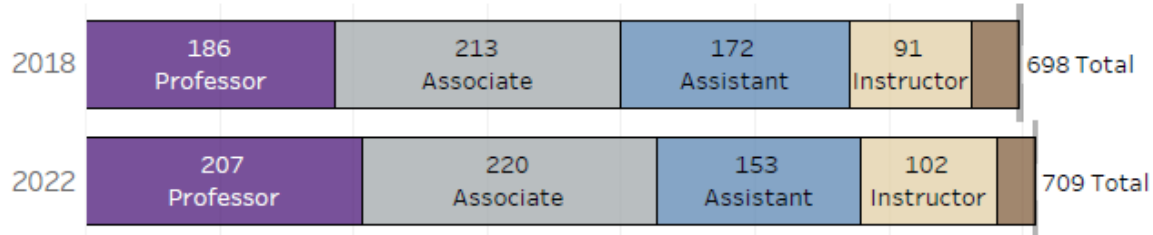
Board Book Pre-read

Maintained on Provost Website

<https://provost.tcu.edu/initiatives/strategic-plan/>

College Dashboards

Full Time Faculty

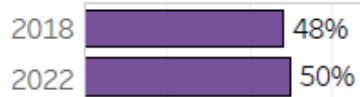


Student Credit Hours and FT Faculty

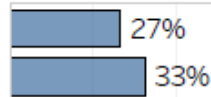
	2018	2022
Student Credit Hours	150,781	173,106
SCH per FTF	216	244
% SCH by Adjunct Faculty	16.6%	25.6%
% Terminal Degree	86.1%	86.3%
% Tenure or Track	66.2%	61.2%
Net Open Positions	-9	21

- Increase in SCH per fulltime faculty (FTF) means increased use of adjuncts and larger classes
- Student-to-Faculty Ratio (SFR) remains at or below 14:1

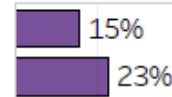
Female Full Time Faculty



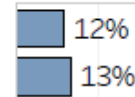
Female Tenured Full Professor



BIPOC Full Time Faculty



BIPOC Tenured Full Professor



- Faculty size grows as student enrollment grows.
- Diversity is increasing. It is more challenging at highest ranks.

Student Enrollment

2019	11,024	58%	26%
2023	12,785	62%	30%
	Headcount	% Female	% BIPOC

Change in Six Year Graduation Rate (Fall 2013 to Fall 2017 Cohort)

Total		Female		Male		BIPOC	
2013	2017	2013	2017	2013	2017	2013	2017
3.0%		2.6%		4.3%		6.5%	
82.6%	85.6%	85.1%	87.7%	78.3%	82.6%	76.6%	83.2%

Entering First Year Metrics

2019	47%	24%	28	1245
2023	43%	28%	28	1252
	Admit Rate	Yield Rate	Avg ACT	Avg SAT

Change in Retention Rate (Fall 2018 to Fall 2022 Cohort)

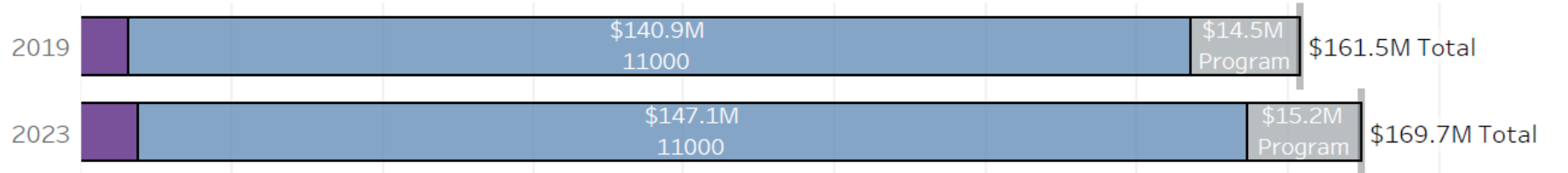
Total		Female		Male		BIPOC	
2018	2022	2018	2022	2018	2022	2018	2022
3.0%		3.2%		2.9%		3.7%	
91.3%	94.3%	90.9%	94.0%	91.8%	94.7%	91.0%	94.6%

- TCU continues to attract high-achieving students and has significantly improved retention and graduation rates



College Dashboards

Operating Budget



Research Proposals and Awards

2021	Proposals	93 for a total of \$31,220K
	Awards Received	63 for a total of \$9,906K
2022	Proposals	117 for a total of \$44,757K
	Awards Received	68 for a total of \$15,415K
2023	Proposals	116 for a total of \$38,409K
	Awards Received	88 for a total of \$15,070K

External Research Expenditures



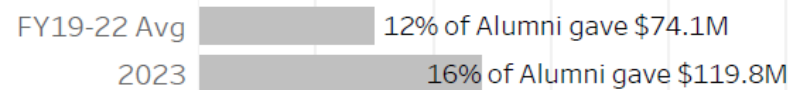
Doctoral Graduates (5yr avg)

136

Gifts & Pledges



Alumni Giving



Endowed Funds



LEAD ON.





Academic Affairs Enterprise Risk Management

Board Book Pre-read

Academic Affairs

Enterprise Risk Management

- 2023 Material Risks for University
- Risk Dashboard Framework
 - How to read the summaries and heat map
- Academic Affairs Risk Summaries for 5 Risks
 - A-1, A-2, A-3, A-4, RE-5
- Academic Affairs Heat Map for 5 Risks

Material Risks

Material Risks for the University - Approved by the Cabinet October 2023

MR1: Failure to maintain a meaningful value proposition or return on investment for a TCU degree as perceived by parents, students, employers, alumni and donors.

MR2: Failure to sustain alignment of expenses and revenues to meet TCU's mission.

MR3: Failure to attract, retain and engage workforce talent.

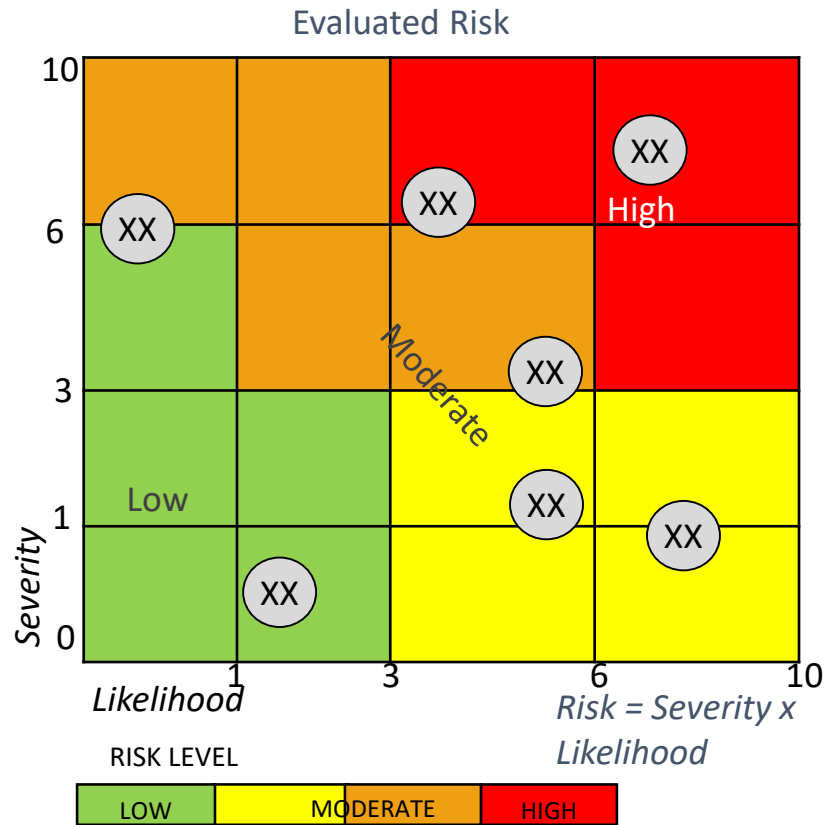
MR4: Failure of Athletics being a primary driver of TCU's national presence.

MR5: Failure to implement necessary administrative structures, governance, oversight and processes to support TCU's increased size and complexity.

MR6: Failure to deliver mission-related outcomes from diversity, equity and inclusion initiatives.



Risk Dashboard Framework



Based on the Following Criteria:
Impact

Level	High-Level Description
10-Extreme	Extraordinary event that has extreme operational, reputational, or potential financial impact
6-Major	Action / event that significantly affects TCU operations, reputation, or has a significant potential financial impact
3-Minor	Medium-term action / event that minimally affects TCU operations, reputation, or has a minor potential financial impact
1-Negligible	Short-term action / event that has little to no impact to TCU operations, reputation, or has a negligible potential financial impact

Likelihood

Level	%Prob	High-Level Description
10-High	75-100%	Happening now or imminent within next 12-24 months.
6-Medium	25-75%	Likely to happen within 12-24 months or affecting peer institutions now.
3-Low	10-25%	May occur within next 12-24 months.
1-Remote	1-10%	Unlikely to occur within next 12-24 months.

Mitigation Plan Status Definitions

R	No formal action / mitigation plan or ownership has been developed, immediate management attention required to get the plan back on schedule, or the action plan is ineffective in achieving its objectives. May also indicate mitigation is outside the University's scope of control due to external factors or a high degree of uncertainty.
Y	A formal action / mitigation plan and ownership has been developed, but the plan is behind schedule or is not yet complete. May also indicate mitigation is outside the University's scope of control due to external factors or a significant degree of uncertainty.
G	The plan has been operationalized, or implementation is progressing according to plan with no significant variance in either timing or resources to complete. If applicable, mitigating actions have worked as intended, or are expected to work as intended.

A1 - Accreditation

Risk Owner/Manager: Teresa Abi-Nader Dahlberg/Susan Weeks

Last Updated: 10.18.23

Risk Status L

Mitigation Plan Status G

Risk Description: The risks associated with failure to maintain SACSCOC accreditation.

The risk that the university is put on monitoring or probation or loses accreditation by the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC).

Likelihood: 1

Impact: 9

Material Risks:

MR1 – Failure to maintain a meaningful value proposition or return on investment for a TCU degree as perceived by parents, students, employers, alumni, and donors.

MR5 – Failure to implement necessary administrative structures, governance, oversight and processes to support TCU's increased size and complexity

Key Performance Indicators:

- Annual assessment of Student Learning Outcomes
- External review of each academic program every decade
- Annual progress of the five-year quality enhancement plan (QEP)
- Annual examination of a university dashboard to monitor how we are meeting our mission

Mitigation Action Plans:

- Implement processes for annual assessment of student learning outcomes in every academic program.
- Provide professional development for faculty and staff to assess learning outcomes.
- Implement a workflow (process and people) for collecting and organizing all data and reports associated with SACSCOC accreditation within units, including academic, financial, human resource, and operational.
- Create a University Dashboard and monitor it annually

Action Plan Status

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A2 – Financial Aid Strategy

Risk Owner/Manager: Teresa Abi-Nader Dahlberg/Mike Scott

Last Updated: 10.18.23

Risk Status **M**

Mitigation Plan Status **G**

Risk Description: The risks associated with not effectively managing TCU's financial aid strategy.

- Fluctuations in discount rate can have a significant impact on the operating budget of the university.
- Failure to meet student profile and demographic goals can impact rankings and standings among our competitors.
- Tuition cost and cost of attendance can impact demand.

Likelihood: 2

Impact: 5

Material Risks: MR1 – Failure to maintain a meaningful value proposition or return on investment for a TCU degree as perceived by parents, students, employers, alumni, and donors.

Key Performance Indicator:

- Summer Melt - Percent of first year and transfer students who deposit without matriculating
- First-year and transfer application rate
- Selectivity
- Yield
- Retention

Mitigation Action Plans:

- The Vice Chancellors for Academic Affairs, Student Affairs and Finance and Administration, and the Director of Enrollment Management, meet regularly for long-term strategic enrollment planning.
- The Director of Enrollment Management and Dean of Admissions administer and monitor KPI and report to the administration and board.
- Leverage financial aid dollars to affect enrollment capacity within colleges
- Survey first-year and new transfer students who deposit without matriculating to identify factors/issues of concern (Admissions can inform how best to survey such as text, phone call, Qualtrics, etc.)
- Analyze data obtained from surveys and implement strategies to ameliorate those issues.
- Increase enrollments in revenue-generating graduate programs to increase student revenue that does not result in need for on-campus housing.
- Implement differential cost/fee for high-demand majors.

Action Plan Status

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A3 – Enrollment Growth

Risk Owner/Manager: Teresa Abi-Nader Dahlberg/Bill Nunez/Kathy Cavins Tull

Last Updated: 10.18.23

Risk Status **M**

Mitigation Plan Status **G**

Risk Description: Failure to manage enrollment to meet the university's financial needs, two-year residency requirement, and a campus infrastructure and culture for student success. Including ...

- Not having enough university housing & dining facilities to adequately house & feed first- and second-year students.
- Not having enough academic space to accommodate all students.
- Failing to maintain the overall 14:1 student to faculty ratio.
- Not having the people, processes, and technology to serve students, faculty and staff (e.g., registering for classes, counseling services, advising, etc.)

Likelihood: 5

Impact: 5

Material Risks

MR1: Failure to maintain a meaningful value proposition or return on investment for a TCU degree as perceived by parents, students, employers, alumni, and donors.

MR2 – Failure to sustain alignment of expenses and revenues to meet TCU's mission.

MR3 – Failure to attract, retain and engage workforce talent.

MR5 – Failure to implement necessary administrative structures, governance, oversight and processes to support TCU's increased size and complexity.

Key Performance Indicator(s):

- Net tuition revenue on 12th day
- Housing Occupancy on 12th day
- Student and Parent complaints
- Student to Faculty Ratio
- Campus Surveys – e.g., facilities survey, first-year survey
- Classroom Utilization

Mitigation Action Plans:

- The Vice Chancellors for Academic Affairs, Student Affairs and Finance and Administration, and the Director of Enrollment Management, meet regularly for long-term strategic enrollment planning.
- The Campus Master Plan is being refreshed during 2023, with Board of Trustee approval expected in April 2024.
- TCU purchased the Grandmarc to permanently add inventory to University Housing.
- TCU is working with Brailsford & Dunlavey to have private partners construct housing, mixed use and retail space along on north Berry Street through a land lease option.
- TCU continues to embark on new workflow processes, to enhance efficiencies and reduce administrative burden (e.g., course scheduling, academic advising, accommodated testing, etc.)

Action Plan Status

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A4 – Academic Content, Structure and Demand

Risk Owner/Manager: Teresa Abi-Nader Dahlberg/Fran Huckaby

Last Updated: 10.18.23

Risk Status **M**

Mitigation Plan Status **G**

Risk Description:

The risk that students seeking a traditional on-campus education will demand academic content, delivery and structure in ways that are different from what TCU offers. E.g.,

- The risk that the TCU graduate will not possess the most current knowledge and skills demanded by employers and graduate and professional schools
- The risk that students will want “anytime, anywhere” flexibility for learning, such as online, hybrid, self-paced
- The risk that students will demand flexibility in terms of academic credits, courses, and semesters, e.g., to better integrate their learning with their work and life
- The risk that students will demand flexibility in degree program credentials (e.g., micro-credentials)

Likelihood: 2

Impact: 8

Material Risks: MR1 – Failure to maintain a meaningful value proposition or return on investment for a TCU degree as perceived by parents, students, employers, alumni, and donors.

Key Performance Indicator(s):

Compare across different modalities

- Application and enrollment trends, e.g., #applications, yield rate, success in realizing enrollment objectives (shaping the class)
- Demand for TCU’s existing and growing online offerings
- Changes in behavior of TCU students – e.g., taking online courses at other institutions and transferring credits in
- Requests from students for flexibility – e.g., requests to attend classes online
- Awareness of national landscape evolution
- Graduating student career placement and starting salary and placement into graduate and professional school and service

Mitigation Action Plans:

- Created and implemented a robust process for program review, which assesses the quality, relevance and demand for each TCU academic degree every ten years
- Growing TCU’s capacity for flexible delivery, while monitoring local and national trends, e.g., by restructuring and strengthening the Koehler Center (KC) for Teaching and Learning
- Launching new revenue-share programs with flexible delivery in Neeley and Harris
- Launching a pilot to incorporate artificial intelligence (AI) into research and writing courses
- Offering a robust set of winter intersession and summer courses fully online
- Academic facilities needs are included in the Campus Master Plan refresh of 2023
- Enhancing process for new course proposal and review

Action Plan Status

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RE1 – Preserving R2 Carnegie Classification

Risk Owner/Manager: Teresa Abi-Nader Dahlberg/Floyd Wormley Jr.

Last Updated: 10.18.23

Risk Status **M**

Mitigation Plan Status **Y**

Risk Description: The risk that research compliance (e.g. research security, export control, intellectual property) does not support our growing research profile and goals.

- Risk of noncompliance associated with complex regulations governing employee & student research activities.
- Risk of data breach during conduct of research, e.g., contractual obligation to secure data sets, security of human subjects' consent forms.
- Risk of noncompliance with export control requirements (preventing disclosure, shipment, transmission or transfer of any commodity, technology, or software found on USML, CCL, U.S. NRC, or DOE lists).
- Failure to maintain R2 (High Research Activity) threatens faculty recruitment, Power 5 conference status.

Likelihood: 6

Impact: 3

Material Risks: MR1 – Failure to maintain a meaningful value proposition or return on investment for a TCU degree as perceived by parents, students, employers, alumni, and donors.

MR5 - Failure to implement necessary administrative structures, governance, oversight and processes to support TCU's increased size and complexity.

Key Performance Indicator(s):

- Tracking of attendance at Responsible Conduct of Research training.
- Tracking research FCOI certification completion rates; particularly among those who submit applications for external grant awards and research compliance protocols.
- Tracking laboratory safety inspections and compliance.
- Tracking of IRB submissions in areas of behavioral, biomedical, and clinical research.
- Establish system to identify and record export controlled limits on funded research projects and associated travel.
- Tracking research expenditures and doctoral degrees granted.

Mitigation Action Plans:

- Mandatory Responsible Conduct of Research for students & postdocs paid from grants.
- TCU has institutional subscription to Collaborative Institutional Training Initiative (CITI) which offers online training in several areas of research. compliance & integrity - *Need to ensure that TCU SOM affiliate faculty have access to CITI and other training activities.*
- Currently conducting "Navigating Research at TCU" training - *Consider requiring for newly hired research faculty and staff.*
- Recently implemented Cayuse Module for IRB - *Consider doing the same for FCOI modules.*
- Consider enhancement of export control, travel and shipping training and implementation of "clean" laptop program.
- Consider implementation of centralized data management and security solution for human-subjects research in collaboration with partners.
- Consider establishment of technology transfer, intellectual property, and innovation hub in partnership with Neeley School of Business.
- Implementation of systems to monitor elements used to determine Carnegie Classification (R1 vs. R2 vs. Doctoral/professional granting university).
- Implement a new general ledger along with associated processes and trained staff within Research Accounting and Sponsored Programs .
- Continue strengthening support: additional staff, faculty support from grant-seeking, new doctoral programs.

Action Plan Status

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Academic Affairs Heat Map

